2002

Annual Report

To Parliament

Crown Corporations and Other Corporate Interests of Canada

103-04932/

THE PRESIDENT'S MESSAGE

It is with pleasure that I table the 2002 edition of the *Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada*, in accordance with the provisions of the *Financial Administration Act*.

This report is the principal means by which the Government of Canada informs Parliament and the Canadian public about its corporate holdings. These range from directly held parent Crown corporations to organizations in which the government has only a partial shareholding or right to appoint a member to the board of directors.

During 2001-02, the Crown corporation sector, like the rest of the economy, was affected by a weakening global economy that was exacerbated by the terrorist attacks. In keeping with its commitment to build a stronger economy and provide improved security for Canadians, the government created the new Canadian Air Transport Security Authority, responsible for the provision of several key aviation security services in Canada. The Authority was established through the *Canadian Air Transport Security Authority Act,* which received Royal Assent on March 27, 2002, as part of Bill C-49, the *Budget Implementation Act, 2001*.

On April 26, 2002, the government announced that the Blue Water Bridge Authority had become a federal Crown corporation. The Blue Water Bridge Authority owns and operates the Canadian half of the Blue Water Bridge, located between Sarnia, Ontario, and Port Huron, Michigan.

To achieve concrete results for Canadians and improve corporate governance in all Crown corporations, the Prime Minister released new *Guidelines for Ministerial Dealings with Crown Corporations* on June 11, 2002. The guidelines reinforce the managerial autonomy of Crown corporations and limit direct contact between all members of the Ministry and Crown corporations.

As throughout various periods in our history, Crown corporations continue to play an important role in public life, not only by delivering key goods and services, but through their important contributions to the economic, social and cultural fabric of Canada.

Lucienne Robillard
President of the Treasury Board
December 2002

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INTRODUCTION

The *2002 Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada* is prepared in response to sections 151 and 152 of the *Financial Administration Act*, which require that the President of the Treasury Board table annually the following documents in Parliament:

- a consolidated report on the businesses and activities of all parent Crown corporations, including information on all Crown corporations and other corporate interests of Canada; and
- a report indicating when annual reports and corporate plan and budget summaries were to be laid before each House (for the period ending on July 31), and when they were actually laid before that House.

This report comprises the following chapters:

- **Overview** highlights new developments with regard to Crown corporations and presents examples of corporations that reported on their governance activities during the year under review. It also provides consolidated financial and employment information by ministerial portfolio.
- **Crown Corporations' Corporate Holdings** presents a listing of parent Crown corporations and their subsidiaries, legal partnerships and associates as of August 31, 2002.

- **Other Corporate Interests of Canada** provides information about the various joint and mixed enterprises, international organizations and shared-governance corporations in which the Government of Canada has a stake.
- **List of Crown Corporations and Other Corporate Interests of Canada** is a compilation of all the organizations that have been referred to in this report, including parent Crown corporations and their subsidiaries, legal partnerships and associates, joint and mixed enterprises, international organizations and shared-governance corporations in which the Government of Canada has an interest. The list is presented both by ministerial portfolio and alphabetically.
- **Tabling of Reports in Parliament** presents a record of annual reports and summaries of the corporate plans and budgets tabled in Parliament by the responsible ministers.
- **Corporate Abstracts by Ministerial Portfolio** provides information on the mandate and corporate profile of each parent Crown corporation. It may also present selected information on performance during the year under review. Principal financial information is shown in the summary exhibits at the end of the Overview chapter.

Although not included as part of this report, a compilation of the audited financial statements of the parent Crown corporations included in this annual report is available upon request.

OVERVIEW

There are 43 parent Crown corporations and two wholly owned subsidiaries which have been directed to report as parent Crown corporations for the purposes of the *Financial Administration Act*.[1]

Every parent Crown corporation is a legally distinct entity wholly owned by the Crown Parliament or by articles of incorporation and managed by a board of directors. The enabling legislation for each parent Crown corporation, whether by a special Act of under the *Canada Business Corporations Act*, sets out the corporation's mandate, powers and objectives.

The current portfolio is highly diversified, with corporations operating in many sectors of the Canadian economy. The corporations vary in size and in their demands on the government for financial assistance. Each has its unique purpose in public policy.

Exhibit 1 presents the parent Crown corporations grouped according to the portfolio of the minister through whom they are accountable to Parliament. Please note that, for the purpose of this report, the legal names of the following Crown corporations are used (official name is shown in parenthesis): Canadian Film Development Corporation (Telefilm Canada); Canadian Museum of Civilization (Canadian Museum of Civilization Corporation); and National Museum of Science and Technology (Canada Science and Technology Museum Corporation).

[1] The wholly owned subsidiaries, Old Port of Montreal Corporation Inc. and the Cape Breton Growth Fund Corporation, were directed to report as parent Crown corporations for the purposes of the *Financial Administration Act* in 1987 and in 2000, respectively.

Exhibit 1: Parent Crown Corporations Grouped by Ministerial Portfolio[1]

Agriculture and Agri-Food

Canadian Dairy Commission
Farm Credit Canada

Canadian Heritage

Canada Council for the Arts
Canadian Broadcasting Corporation
Canadian Film Development Corporation
Canadian Museum of Civilization
Canadian Museum of Nature
Canadian Race Relations Foundation
National Arts Centre Corporation
National Capital Commission
National Gallery of Canada
National Museum of Science and Technology

Finance

Bank of Canada
Canada Deposit Insurance Corporation
Canada Development Investment Corporation
Canada Pension Plan Investment Board

Fisheries and Oceans

Freshwater Fish Marketing Corporation

Foreign Affairs

International Development Research Centre

Industry

Business Development Bank of Canada
Canadian Tourism Commission
Cape Breton Growth Fund Corporation[2]
Enterprise Cape Breton Corporation
Standards Council of Canada

International Trade

Canadian Commercial Corporation
Export Development Canada[3]

Natural Resources

Atomic Energy of Canada Limited
Cape Breton Development Corporation

Public Works and Government Services

Defence Construction (1951) Limited

Transport

Atlantic Pilotage Authority
Blue Water Bridge Authority[4]
Canada Lands Company Limited
Canada Mortgage and Housing Corporation
Canada Post Corporation
Canadian Air Transport Security Authority[5]
Federal Bridge Corporation Limited, The
Great Lakes Pilotage Authority
Laurentian Pilotage Authority
Marine Atlantic Inc.
Old Port of Montreal Corporation Inc.[6]
Pacific Pilotage Authority
Queens Quay West Land Corporation
Ridley Terminals Inc.
Royal Canadian Mint
VIA Rail Canada Inc.

Treasury Board[7]

Public Sector Pension Investment Board

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1. The italicized corporations are not subject to either divisions I to IV or to all of Part X of the *Financial Administration Act*.
2. The Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed by Order in Council (P.C. 2000-1341) to report as if it were a parent Crown corporation.
3. On December 18, 2001, Parliament approved Bill C-31 to amend the *Export Development Corporation Act*, which changed the name of the Export Development Corporation to Export Development Canada.
4. The Blue Water Bridge Authority commenced operations as a Crown corporation on April 26, 2002.
5. On March 27, 2002, Parliament approved Bill C-49 establishing the Canadian Air Transport Security Authority through the *Canadian Air Transport Security Authority Act* as part of the *Budget Implementation Act, 2001*. The Authority became effective on April 1, 2002.
6. Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 1987-86) to report as if it were a parent Crown corporation.
7. President of the Treasury Board.

Structural Changes During the Year in Review

On March 28, 2002, the government announced the creation of the Canadian Air Transport Security Authority (CATSA) effective April 1, 2002. The Authority will be responsible for the provision of several key aviation security services in Canada. The Authority was established through the *Canadian Air Transport Security Authority Act,* which received Royal Assent on March 27, 2002, as part of Bill C-49, the *Budget Implementation Act, 2001*. CATSA is listed under Schedule III, Part I of the *Financial Administration Act* (FAA).

The Blue Water Bridge Authority (BWBA) became a federal Crown corporation on April 26, 2002. The BWBA owns and operates the Canadian half of the Blue Water Bridge, located between Sarnia, Ontario, and Port Huron, Michigan. The BWBA is listed under Schedule III, Part I of the FAA.

On December 10, 2001, Parliament approved Bill C-31, which amended the *Export Development Act*. The Bill's major focus was the requirement that the Corporation conduct environmental impact assessments when undertaking projects or financing. The Bill also changed the name of the Export Development Corporation to Export Development Canada and changed certain words in the *Export Development Act* to gender-neutral language. The Bill enables the Corporation's board of directors to delegate its powers and duties to any other committees it may establish and to create a pension plan for its officers and employees and their dependants. In addition, the Bill enacted a technical amendment to limit corporate liability. These amendments concluded the review of the provisions and the operation of the Act that began in 1998 as a legal requirement under the *Export Development Act*.

Bill C-41, *An Act to amend the Canadian Commercial Corporation Act*, received Royal Assent on March 21, 2002. The Bill separates the functions of chairperson of the board and chief executive officer and describes the roles and responsibilities of the chairperson and president of the Corporation. It also authorizes additional borrowing by raising the ceiling on outstanding loan amounts from $10 million to $90 million or greater if specified in an appropriation act. Furthermore, the Bill permits the Corporation to charge an amount that it considers appropriate for providing services.

Privatization

The *Cape Breton Development Corpora..on Divestiture Authorization and Dissolution Act* was proclaimed in January 2000. This Act provided for the sale of the assets of the Cape Breton Development Corporation (Devco), the windup of its affairs, and the preparation for its eventual dissolution. In May 2001, the Government of Canada accepted the recommendation by Devco's board of directors to immediately begin an orderly closure of the Prince mine while efforts to sell the surface operations continued. The Prince Colliery mine was decommissioned on December 15, 2001. On December 18, 2001, Devco and Emera Inc., the parent company of Nova Scotia Power

Inc. reached a purchase and sale agreement for selected coal transportation and distribution assets formerly operated by Devco.

Reviews and Follow-up

On July 17, 2002, the government tabled its response to the *Fifteenth Report of the Standing Committee on Public Accounts*. The Standing Committee tabled a report on February 19, 2002, following its meeting on October 4, 2001, where it discussed Chapter 18 of the Auditor General of Canada's December 2000 report on the governance of Crown corporations. The government response reported on past, current and planned initiatives to improve the governance of Crown corporations.

The Bank of Canada reported that it has been reviewing its strategic direction and key priorities for the next several years. The goal of the review is to have a central bank that concentrates on its most important functions: conducting monetary policy, contributing to a stable financial system, designing and providing Canadians with secure bank notes, and managing the federal government's funds and public debt.

A major outcome of the Bank's strategic review was the decision to outsource the operations and systems that support the government's retail debt program. In September 2001, about 430 of the Bank's staff, including consultants and contract employees, joined the successful contractor, EDS Canada. Further restructuring within the Bank will occur in the coming year, as the Bank completes the review of its corporate services to realign them with the future needs of a smaller Bank.

Guidelines for Ministerial Dealings with Crown Corporations

On June 11, 2002, the Prime Minister released new guidelines for ministerial dealings with Crown corporations. The guidelines reinforce the managerial autonomy of Crown corporations and limit direct contact between all members of the Ministry and Crown corporations. In cooperation with Crown corporations, the offices of ministers responsible for Crown corporations will establish procedures so that their staff can refer representations from parliamentarians and constituents to Crown corporations for appropriate action. Crown corporations will be expected to record all such referrals. The administration of these guidelines will continue to rest with the Office of the Ethics Counsellor, which maintains a close relationship with ministers' offices both in Ottawa and in the constituency.

Access to Information Review

On June 12, 2002, the Minister of Justice and the President of the Treasury Board announced the release of the Access to Information Review Task Force's report entitled *Access to Information: Making it Work for Canadians*. The Task Force was established on August 21, 2000, to review all aspects of the federal access to information regime, including the Act, regulations, and policies, and procedures.

The Task Force recommended that the Act be amended to set out criteria to be considered when determining what institutions should be covered under the Act. It further recommended that a comprehensive review of existing alternative service delivery organizations be undertaken to determine whether they meet the criteria. The government is reviewing these recommendations.

Corporate Governance

Most Crown corporations reported on their corporate governance practices. In reporting on their governance structures, many Crown corporations indicated that they had looked not only to the Finance-Treasury Board *Guidelines for Corporate Governance in Crown Corporations and Other Public Enterprises*, but also to other documents for guidance on corporate governance.

Their annual reports described various aspects of corporate governance, including approaches to governance; assessment and renewal of the board of directors; education of directors; compensation of directors; conflict of interest; board and management relations; evaluation of the chief executive officer's performance; communication with stakeholders; public policy objectives; identification and management of risk; and succession planning.

Excellence in Reporting

The Auditor General of Canada's Award for Excellence in Annual Reporting by Crown Corporations was launched in 1994. Although the initiative was originally intended as a five-year program, it has since been extended for an additional five years. The main purpose of these annual awards is to promote improved disclosure of information on corporate performance by recognizing Crown corporations that do an outstanding job in this respect.

Farm Credit Canada and Defence Construction (1951) Limited were the recipients of the award in 2001. Other nominees for the award were the Canada Deposit Insurance Corporation, Canadian Commercial Corporation, Canada Science and Technology Museum Corporation[1], and Export Development Canada.

Measuring Performance

Selected information on performance is presented in many of the corporate abstracts included in this report. Sources for this information include the corporation's most recently tabled annual report, as well as the summary of the corporate plan approved for the year under review.

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[1] This is the official name of the National Museum of Science and Technology.

Overall Crown Corporation Performance

The *Financial Administration Act* requires that the current report include employment and financial data, including aggregate borrowings of parent Crown corporations.

Accordingly this section of the Overview provides a summary of overall performance by Crown corporations, including the following data:

- employment;
- assets;
- budgetary appropriations; and
- debt obligations.

At the end of this section, two exhibits provide a summary view of all Crown corporations:

- Exhibit 8 shows each corporation's employment and financial position; and
- Exhibit 9 provides information about each corporation's operating results and financing.

Exhibits 8 and 9 are also structured according to the portfolio grouping shown in Exhibit 1. Note that information provided in this section excludes financial data for:

- the Bank of Canada, the Canada Pension Plan Investment Board and the Public Sector Pension Investment Board because of the unique nature of their operations; and
- the Canada Lands Company Limited, The Federal Bridge Corporation Limited, the Old Port of Montreal Corporation Inc. and the Queens Quay West Land Corporation since their 2001–02 annual reports had not been tabled in Parliament as of October 11, 2002.

In order to present information on a comparative basis, financial data for previous years were adjusted to exclude data for the above Crown corporations. Available employment data for these corporations are included, however. Specific information about individual Crown corporations may be found in the Corporate Abstracts chapter of this report, as well as in the respective annual reports of the Crown corporations.

A glossary of the financial and employment terms used in this report is provided at the end of this section.

To ensure the greatest possible accuracy, the exhibits presented in this report, as well as all calculations, are based on a computer database of actual figures. Results of the calculations are rounded for ease of presentation.

Where Crown corporations have re-stated financial data for previous years, readers should be aware that the data in this report reflect only those changes that correct errors

from previous years. Amendments have been made by some corporations as a result of changes in their accounting policies that have been applied retroactively to financial statements from previous years. This report, and the database of financial information on which it is based, do not reflect these amendments.

For Crown corporations with fiscal years ending on or after July 31, 2002, this report shows their financial data for the fiscal year ending in 2001. Accordingly, for the Canadian Dairy Commission and the National Arts Centre Corporation, this report covers the period ending July 31, 2001 and August 31, 2001 respectively. All of the other corporations' data are for their respective 2001 or 2001–02 fiscal years.

Employment

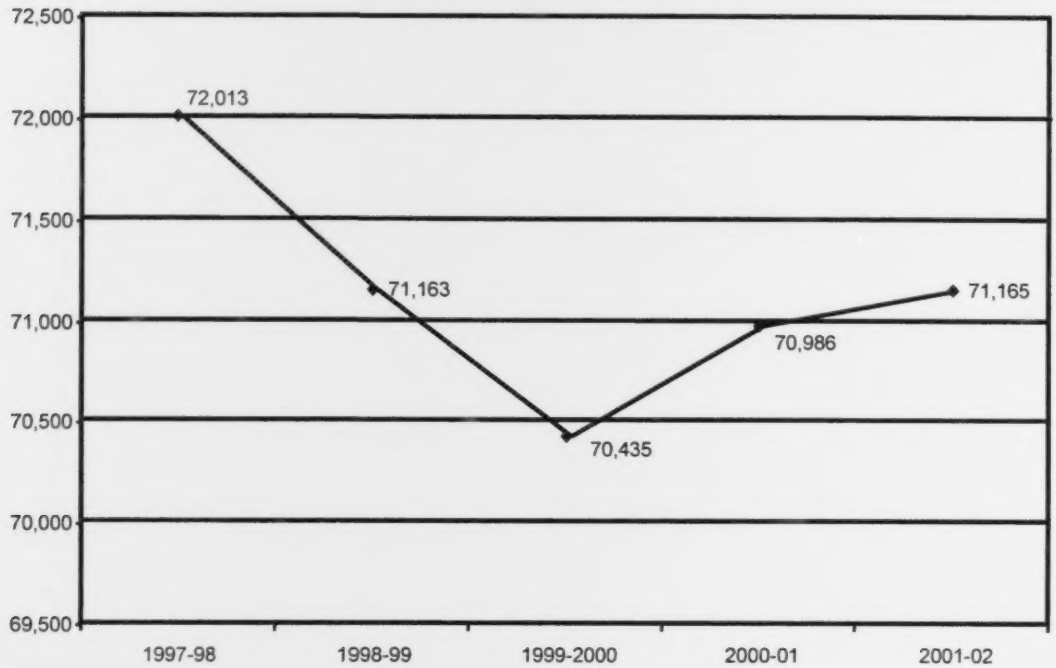
The slightly upward trend in employment by Crown corporations that began last year continued in 2001–02. The total number of full-time employees of Crown corporations reached 71,165, reflecting a 0.3-per-cent increase from the previous year when a 0.8-per-cent increase had ended the downward trend seen in employment totals during the 1990s.

The Canadian Tourism Commission completed its first year of operations with 148 employees. Crown corporations reporting slight staff increases during 2001–02 included: the Canada Post Corporation (300), the Canadian Broadcasting Corporation (192) and Atomic Energy of Canada Limited (150).

Two Crown corporations reported significant staff decreases. Employment at the Royal Canadian Mint decreased by 133 or 19.1 per cent, primarily due to the decline in demand for the Mint's products and services in 2001–02. The closure of the Prince Colliery resulted in a reduction of 530 employees at the Cape Breton Development Corporation, a 92.2-per-cent decrease.

Exhibit 2 shows the changing trend over the last five years.

Exhibit 2: Employment in Crown Corporations, 1997–98 to 2001–02



Assets

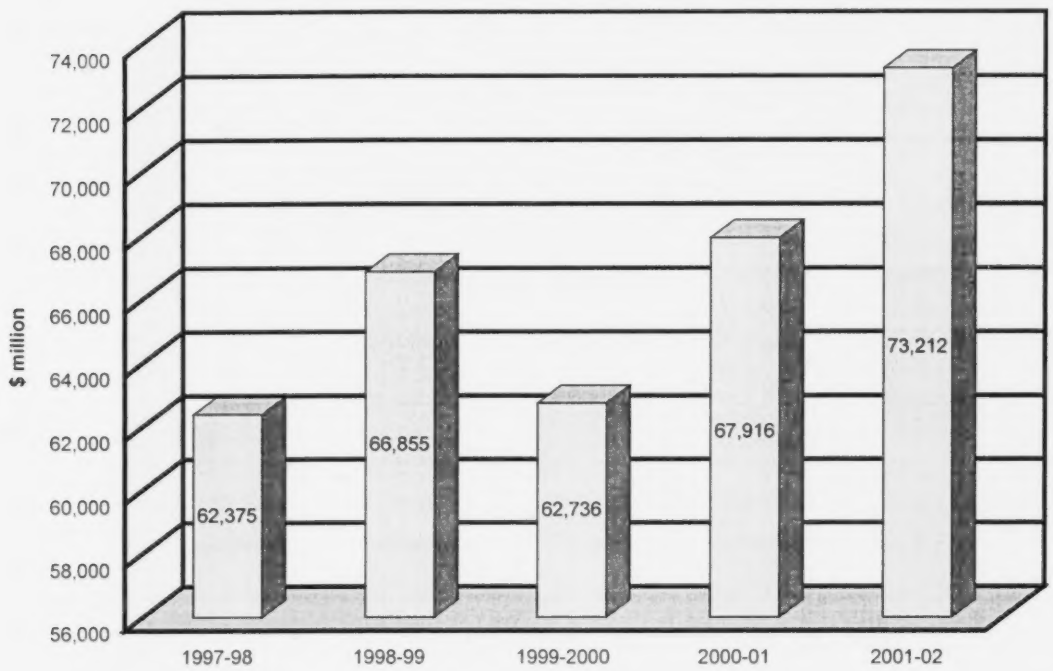
Total assets for Crown corporations increased by 7.8 per cent during 2001–02 to $73.21 billion after showing an 8.3-per-cent increase in the previous year.

More than three quarters of this $5.3 billion increase in total assets can be accounted for by the change in assets of three Crown corporations: Export Development Canada (EDC), Farm Credit Canada (FCC) and the Business Development Bank of Canada (BDC).

Five Crown corporations accounted for 90 per cent of the total assets in 2001–02: Canada Mortgage and Housing Corporation, EDC, FCC, BDC and the Canada Post Corporation. The same five corporations also accounted for 90 per cent of the total assets in the previous year.

Exhibit 3 demonstrates the fluctuations in the value of Crown corporations' assets over the last five years.

Exhibit 3: Total Assets of Crown Corporations, 1997–98 to 2001–02



Budgetary Appropriations

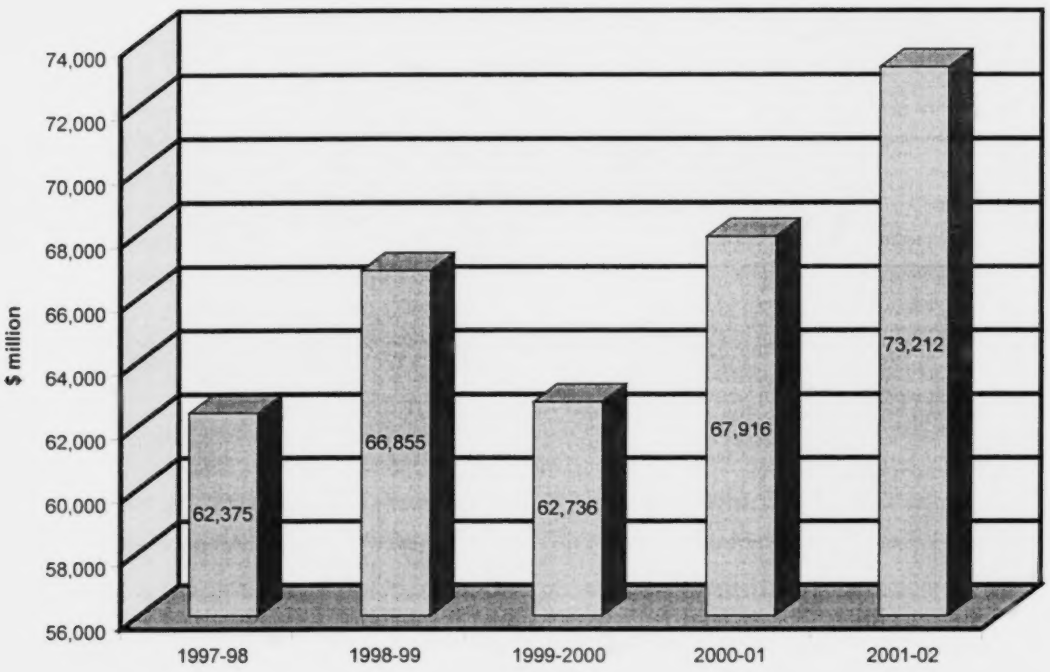
An increase in parliamentary funding for capital and operating purposes brought total budgetary appropriations to $4,504 million in 2001–02. The additional $219.5 million represents a 5.12-per-cent increase from the previous year.

VIA Rail Canada Inc., which received $98.8 million more in budgetary appropriations for 2001–02 than for the previous year, accounted for 45 per cent of the total net increase in appropriation funding for the year under review.

The Canadian Tourism Commission received $91.5 million in budgetary appropriations for its first year of operations. This amount accounted for another 41.7 per cent of the total net increase.

Total budgetary appropriations for the five-year period from 1997–98 to 2001–02 are shown in Exhibit 4.

Exhibit 3: Total Assets of Crown Corporations, 1997–98 to 2001–02



Budgetary Appropriations

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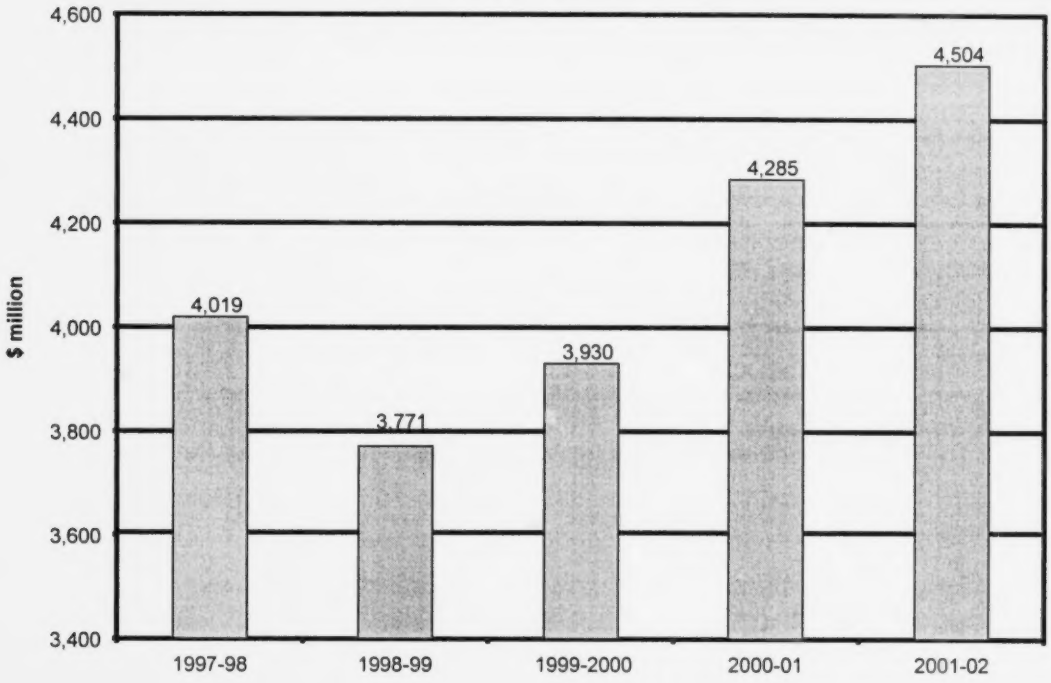
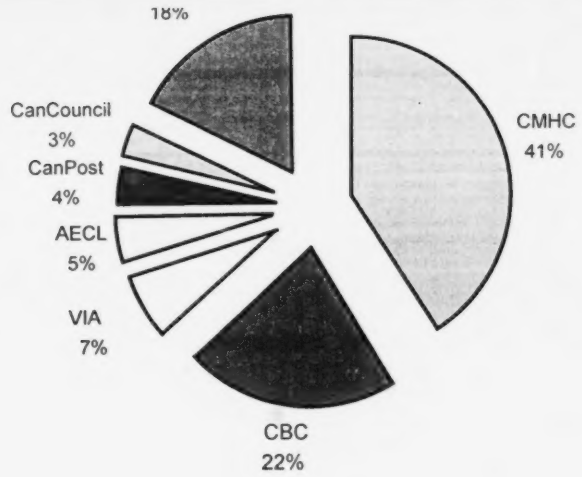
Exhibit 4: Total Budgetary Appropriations, 1997–98 to 2001–02



Of the 21 Crown corporations that received appropriations in 2001–02, six accounted for 82 per cent of the total funding from Canada. These were the Canada Mortgage and Housing Corporation (CMHC), the Canadian Broadcasting Corporation, VIA Rail Canada Inc., Atomic Energy of Canada Limited, Canada Post Corporation and the Canada Council for the Arts. For CMHC, which was the largest recipient, 96 per cent of the appropriations flow to assist Canadians with their housing needs.

Exhibit 5 provides a summary view of the 2001–02 recipients of budgetary appropriations.

Exhibit 5: Recipients of 2001–02 Budgetary Appropriations



Canada Mortgage and Housing Corporation (CMHC)

Canadian Broadcasting Corporation (CBC)

VIA Rail Canada Inc. (VIA)

Atomic Energy of Canada Limited (AECL)

Canada Post Corporation (CanPost)

Canada Council for the Arts (CanCouncil)

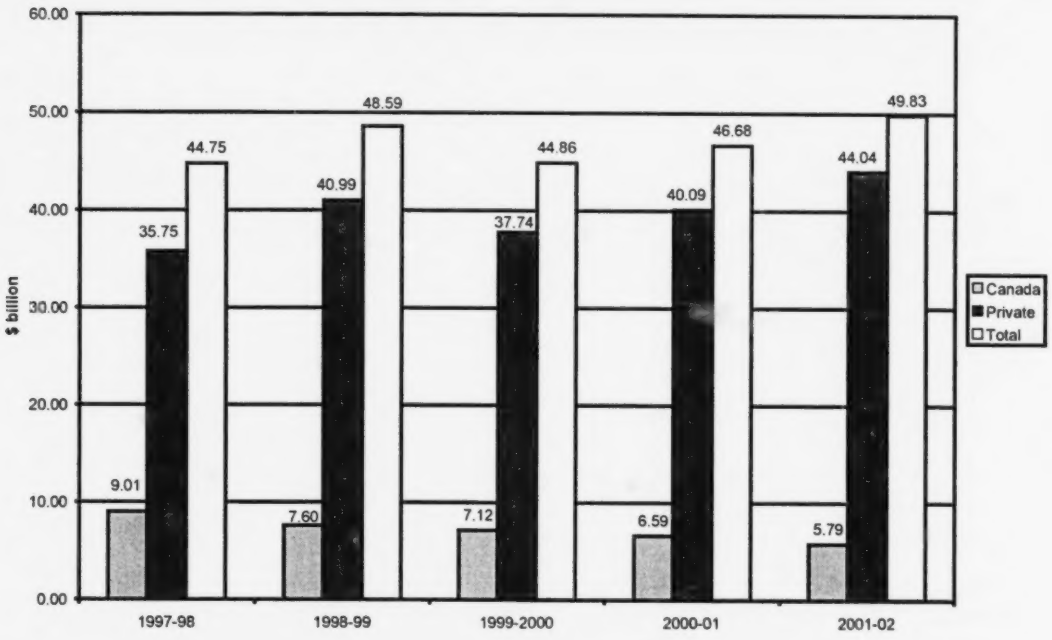
Debt Obligations

Total debt obligations, consisting of debts payable to Canada and to the private sector, increased by 6.8 per cent, to $49.8 billion in 2001–02 from $46.7 billion in the previous year. Crown corporations continued to replace borrowings from Canada (which decreased by 12.2 per cent) with borrowings from private lenders (which increased by 9.9 per cent).

The $2.0 billion increase in total debt for Export Development Canada (EDC) during the year under review accounts for 64 per cent of the total net increase in debt obligations.

Exhibit 6 shows the debt payable to Canada, the debt incurred in private markets as well as the total debt obligations over the last five years.

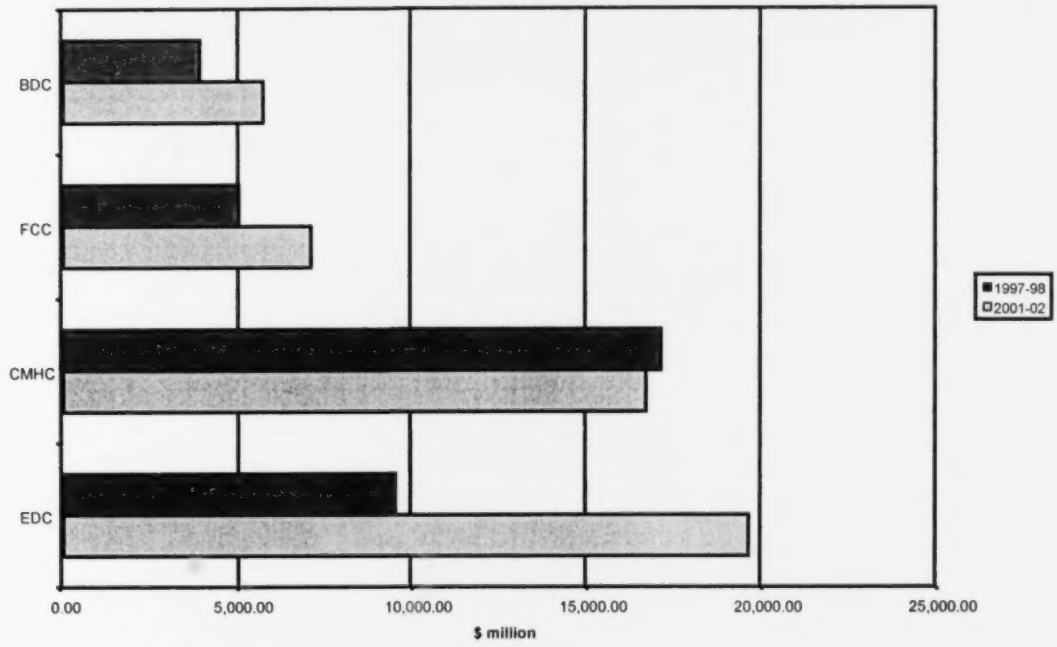
Exhibit 6: Total Debt Obligations of Crown Corporations, 1997–98 to 2001–02



The four largest debtors in 2001–02 were EDC, the Canada Mortgage and Housing Corporation (CMHC), Farm Credit Canada (FCC) and the Business Development Bank of Canada (BDC). Their debt obligations represent 39.4, 33.5, 14.2 and 11.5 per cent respectively of the total debt obligations of Crown corporations. The same Crown corporations were also the four largest debtors in 2000–01.

Exhibit 7 presents the respective debt loads of the four largest debtors in 2001–02 compared to 1997–98.

Exhibit 7: Comparison of Largest Debtors in 2001–02 with 1997–98



Glossary of Financial and Employment Terms Used in This Report

All financial data are extracted from the Crown corporations' audited financial statements for the recent fiscal year. Certain values are adjusted to apply consistently the definitions that follow. Items are listed in the order in which they appear in the summary exhibits.

Total assets represents all assets reported by the corporation in its audited financial statements.

Long-term liabilities represents all long-term liabilities reported by the corporation in its audited financial statements, including deferred capital funding.

Equity represents the equity of Canada. For some corporations, the excess of assets over liabilities is not deemed to be equity of Canada because of the nature of their operations (e.g. marketing boards).

Employment represents the number of full-time employees obtained from sources such as an annual report, financial statements or a corporate plan, and are as at the fiscal year-end of the Crown corporation. The figure includes the full-time staff, and others employed outside of Canada by the parent corporation and its wholly owned subsidiaries. The exceptions are data for the Canada Development Investment Corporation, which relate to the parent corporation only, and data for the four pilotage authorities, which include contract pilots.

Net income represents after-tax income, where applicable, and any extraordinary items. It includes parliamentary appropriations where the corporation has included these in the computation of net income. In some cases, net income is the "excess of parliamentary appropriations over cost of operations" or "excess of proceeds over expenditures." A negative net income (i.e. a net loss) is shown in parentheses.

Borrowings from the private sector include short- and long-term borrowings, capital leases and any other debt-like instruments. For the marketing corporations (Canadian Dairy Commission and Freshwater Fish Marketing Corporation), loans may include payments accruing to dairy producers and fishers.

Borrowings from Canada include short- and long-term borrowings, advances from the Government of Canada for working capital or other purposes, and other debt-like instruments.

Budgetary appropriations refers to parliamentary funding for capital and operating purposes. The amounts exclude grants and contributions paid to Crown corporations where they qualify as members of a general class of recipients. Budgetary appropriations increase the expenditures of Canada and thus have a direct impact on the amount of the government's surplus or deficit.

Dividends represents those declared by the corporation during its fiscal year. This figure includes cash recoveries by Canada (where applicable) and other types of payments or contributions made to Canada (excluding repayments of debt-like instruments). Dividends may be paid by the corporation to the Government of Canada before or after the corporation's year-end.

Exhibit 8: Employment and Financial Position Grouped by Ministerial Portfolio (as of year-ends before July 31, 2002; $ million) *

Corporation by Ministerial Portfolio	Financial Position				
	Total Assets	Current Liabilities	Long-term Liabilities	Equity[1]	Employment
Canadian Dairy Commission	156.6	156.6	0.0	0.0	65
Farm Credit Canada	7,884.7	3,665.5	3,473.2	745.9	900
Total Agriculture and Agri-Food	**8,041.3**	**3,822.1**	**3,473.2**		**965**
Canada Council for the Arts	323.0	29.5	6.9	209.8	182
Canadian Broadcasting Corporation	1,543.5	300.4	1,119.1	124.1	6,929
Canadian Film Development Corporation	63.3	16.9	7.5	38.9	217
Canadian Museum of Civilization	58.8	9.3	27.5	22.0	344
Canadian Museum of Nature	47.0	8.2	41.2	(2.7)	164
Canadian Race Relations Foundation	26.5	0.1	0.0	26.5	12
National Arts Centre Corporation	32.0	12.4	18.6	1.0	234
National Capital Commission	587.1	30.6	37.6	518.9	454
National Gallery of Canada	32.0	10.5	18.6	2.8	259
National Museum of Science and Technology	16.5	2.5	14.1	(0.0)	249
Total Canadian Heritage	**2,729.8**	**420.3**	**1,291.2**		**9,044**
Bank of Canada [2]	41,804.5	38,820.6	0.0	30.0	1,198
Canada Deposit Insurance Corporation	1,012.3	6.8	519.0	486.5	95
Canada Development Investment Corporation	96.9	11.0	1.7	84.2	0
Canada Pension Plan Investment Board [2]	14,293.1	8.1	0.0	0.0	23
Total Finance	**1,109.1**	**17.8**	**520.7**		**1,316**
Freshwater Fish Marketing Corporation	26.5	22.3	0.0	4.2	44
Total Fisheries and Oceans	**26.5**	**22.3**	**0.0**		**44**
International Development Research Centre	60.6	39.5	11.2	9.9	314
Total Foreign Affairs	**60.6**	**39.5**	**11.2**		**314**
Business Development Bank of Canada	6,897.2	3,638.1	2,298.8	960.3	1,268
Canadian Tourism Commission	24.9	21.7	5.2	(2.0)	148
Cape Breton Growth Fund Corporation [3]	41.3	2.8	0.0	38.5	6
Enterprise Cape Breton Corporation	14.3	9.1	0.4	4.9	54
Standards Council of Canada	6.0	2.8	1.2	2.0	84
Total Industry	**6,983.8**	**3,674.4**	**2,305.7**		**1,560**
Canadian Commercial Corporation	674.8	633.1	1.0	40.7	89
Export Development Canada	23,793.0	7,346.0	14,397.0	2,050.0	978
Total International Trade	**24,467.8**	**7,979.1**	**14,398.0**		**1,067**

* Notes are at the end of Exhibit 9.

Exhibit 8: Employment and Financial Position Grouped by Ministerial Portfolio (as of year-ends before July 31, 2002; $ million) *[continued]*

Corporation by Ministerial Portfolio	Financial Position				
	Total Assets	Current Liabilities	Long-term Liabilities	Equity[1]	Employment
Atomic Energy of Canada Limited	924.0	176.0	563.2	184.8	3,456
Cape Breton Development Corporation	54.7	40.6	500.1	(486.0)	45
Total Natural Resources	**978.7**	**216.6**	**1,063.4**		**3,501**
Defence Construction (1951) Limited	7.4	1.8	3.0	2.6	267
Total Public Works and Government Services	**7.4**	**1.8**	**3.0**		**267**
Atlantic Pilotage Authority	6.0	1.1	0.6	4.4	82
Blue Water Bridge Authority[4]	--	--	--	--	--
Canada Lands Company Limited[5]	--	--	--	--	115
Canada Mortgage and Housing Corporation	23,822.0	5,461.0	17,096.0	1,265.0	1,736
Canada Post Corporation[6]	3,659.0	1,013.0	1,766.0	880.0	45,921
Canadian Air Transport Security Authority[7]	--	--	--	--	--
Federal Bridge Corporation Limited, The[5]	--	--	--	--	71
Great Lakes Pilotage Authority	10.6	4.6	2.8	3.2	88
Laurentian Pilotage Authority	9.8	8.4	3.4	(2.0)	231
Marine Atlantic Inc.	293.8	26.9	260.9	6.0	899
Old Port of Montreal Corporation Inc.[5,8]	--	--	--	--	123
Pacific Pilotage Authority	7.7	3.4	1.0	3.4	167
Queens Quay West Land Corporation[5]	--	--	--	--	0
Ridley Terminals Inc.	22.4	1.7	64.2	(43.4)	56
Royal Canadian Mint	157.6	26.7	36.5	94.4	565
VIA Rail Canada Inc.	817.7	110.3	619.2	88.3	3,013
Total Transport	**28,806.8**	**6,657.1**	**19,850.6**		**53,067**
Public Sector Pension Investment Board[2]					20
Public Service Pension Plan Account	3,976.4	1.2	0.0	0.0	
Canadian Forces Pension Plan Account	1,236.7	0.7	0.0	0.0	
Royal Canadian Mounted Police Pension Plan Account	435.6	0.2	0.0	0.0	
Total Treasury Board	**0.0**	**0.0**	**0.0**		**20**
Grand Total	**73,211.8**	**22,850.9**	**42,917.0**		**71,165**

Exhibit 9: Operating Results and Financing Grouped by Ministerial Portfolio (as of year-ends before July 31, 2002; $ million) *

Corporation by Ministerial Portfolio	Net Income[1]	Financing			
		Changes to Net Borrowings		Budgetary Appropriations	Dividends
		Private Sector	Canada		
Canadian Dairy Commission	16.4	3.5	20.1	54.3	0.0
Farm Credit Canada	41.3	1,395.3	(590.9)	0.0	0.8
Total Agriculture and Agri-Food		**1,398.8**	**(570.7)**	**54.3**	**0.8**
Canada Council for the Arts	(6.9)	0.0	0.0	151.8	0.0
Canadian Broadcasting Corporation	11.4	(4.7)	0.0	982.9	0.0
Canadian Film Development Corporation	(167.3)	0.0	0.0	105.9	0.0
Canadian Museum of Civilization	(48.6)	0.0	0.0	50.3	0.0
Canadian Museum of Nature	(2.5)	(0.2)	0.0	26.2	0.0
Canadian Race Relations Foundation	(0.3)	0.0	0.0	0.0	0.0
National Arts Centre Corporation	(25.1)	0.0	0.0	25.2	0.0
National Capital Commission	(0.5)	0.0	0.0	101.9	0.0
National Gallery of Canada	(36.5)	0.0	0.0	36.8	0.0
National Museum of Science and Technology	(24.0)	0.0	0.0	22.4	0.0
Total Canadian Heritage		**(4.9)**	**0.0**	**1,503.4**	**0.0**
Bank of Canada[2]	1,980.4	571.6	0.0	0.0	1,980.4
Canada Deposit Insurance Corporation	31.5	0.0	0.0	0.0	0.0
Canada Development Investment Corporation	(1.7)	0.0	0.0	0.0	0.0
Canada Pension Plan Investment Board[2]	304.6	0.0	0.0	0.0	0.0
Total Finance		**0.0**	**0.0**	**0.0**	**0.0**
Freshwater Fish Marketing Corporation	0.0	0.0	0.0	0.0	0.0
Total Fisheries and Oceans		**0.0**	**0.0**	**0.0**	**0.0**
International Development Research Centre	9.7	0.0	0.0	96.8	0.0
Total Foreign Affairs		**0.0**	**0.0**	**96.8**	**0.0**
Business Development Bank of Canada	53.7	624.5	0.0	0.0	16.7
Canadian Tourism Commission	(1.5)	0.0	0.0	91.5	0.0
Cape Breton Growth Fund Corporation[3]	(7.6)	0.0	0.0	0.0	0.0
Enterprise Cape Breton Corporation	(36.7)	0.0	0.0	37.6	0.0
Standards Council of Canada	0.4	0.0	0.0	6.9	0.0
Total Industry		**624.5**	**0.0**	**136.1**	**16.7**

* Notes are at the end of this Exhibit.

Exhibit 9: Operating Results and Financing Grouped by Ministerial Portfolio (as of year-ends before July 31, 2002; $ million) *[continued]*

Corporation by Ministerial Portfolio	Net Income[1]	Financing			
		Changes to Net Borrowings		Budgetary Appropriations	Dividends
		Private Sector	Canada		
Canadian Commercial Corporation	2.5	0.0	10.0	15.8	0.0
Export Development Canada	58.0	2,031.0	0.0	0.0	0.0
Total International Trade		**2,031.0**	**10.0**	**15.8**	**0.0**
Atomic Energy of Canada Limited	51.7	0.0	(1.0)	210.5	0.0
Cape Breton Development Corporation	(30.8)	0.0	(10.0)	65.5	0.0
Total Natural Resources		**0.0**	**(11.0)**	**276.0**	**0.0**
Defence Construction (1951) Limited	0.0	0.0	0.0	0.0	0.0
Total Public Works and Government Services		**0.0**	**0.0**	**0.0**	**0.0**
Atlantic Pilotage Authority	(0.2)	0.0	0.0	0.0	0.0
Blue Water Bridge Authority [4]	--	--	--	--	--
Canada Lands Company Limited [5]	--	--	--	--	--
Canada Mortgage and Housing Corporation	345.0	(94.0)	(232.0)	1,857.0	0.0
Canada Post Corporation [6]	67.0	8.0	0.0	185.4	21.0
Canadian Air Transport Security Authority [7]	--	--	--	--	--
Federal Bridge Corporation Limited, The [5]	--	--	--	--	--
Great Lakes Pilotage Authority	(2.3)	0.0	0.0	0.0	0.0
Laurentian Pilotage Authority	(0.2)	(0.7)	0.0	0.0	0.0
Marine Atlantic Inc.	3.9	0.0	0.0	64.5	0.0
Old Port of Montreal Corporation Inc. [5, 8]	--	--	--	--	--
Pacific Pilotage Authority	(0.6)	0.0	0.0	0.0	0.0
Queens Quay West Land Corporation [5]	--	--	--	--	--
Ridley Terminals Inc.	(2.4)	0.0	0.0	0.0	0.0
Royal Canadian Mint	(1.8)	(4.7)	0.0	0.0	0.0
VIA Rail Canada Inc.	54.0	0.0	0.0	315.0	0.0
Total Transport		**(91.4)**	**(232.0)**	**2,421.9**	**21.0**
Public Sector Pension Investment Board [2]					
Public Service Pension Plan Account	99.4	0.0	0.0	0.0	0.0
Canadian Forces Pension Plan Account	29.6	0.0	0.0	0.0	0.0
Royal Canadian Mounted Police Pension Plan Account	10.5	0.0	0.0	0.0	0.0
Total Treasury Board		**0.0**	**0.0**	**0.0**	**0.0**
Grand Total		**3,957.9**	**(803.8)**	**4,504.4**	**38.5**

Notes for Exhibits 8 and 9

[1] This column is not totaled because the information is not reported in a consistent manner.

[2] Financial data for the Bank of Canada, the Canada Pension Plan Investment Board and the Public Sector Pension Investment Board are provided for information, but are not included in the totals due to the unique nature of their operations.

[3] The Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed to report as a parent Crown corporation.

[4] The Blue Water Bridge Authority's first year-end as a Crown corporation will occur on August 31, 2003.

[5] Financial data are excluded for the Canada Lands Company Limited, The Federal Bridge Corporation Limited, the Old Port of Montreal Corporation Inc. and the Queens Quay West Land Corporation, since their 2001-02 annual reports had not been tabled in Parliament as of October 11, 2002.

[6] Financial data for Canada Post Corporation reflects the nine-month period from April 1, 2001 to December 31, 2001, due to a change in the Corporation's year-end.

[7] The Canadian Air Transport Security Authority's first year-end will occur on March 31, 2003.

[8] The Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed to report as a parent Crown corporation.

CROWN CORPORATIONS' CORPORATE HOLDINGS

This chapter presents statistical information on Crown corporations and their corporate holdings as of August 31, 2002. Readers should note however that the information in the rest of the report, unless otherwise noted, is as of the financial year-ends of the corporations prior to July 31, 2002.

The information is provided in three parts:

Statistical Summary shows the number of parent Crown corporations and their subsidiaries, legal partnerships and associates on a comparative basis with those of the previous year.

Changes During the Year shows the changes that occurred with regard to parent Crown corporations and their subsidiaries, legal partnerships and associates between August 31, 2001 and August 31, 2002.

Crown Corporations' Corporate Holdings presents a comprehensive list of parent Crown corporations and their subsidiaries, legal partnerships and associates.

STATISTICAL SUMMARY

Number of Parent Crown Corporations, Their Wholly Owned Subsidiaries, and Other Subsidiaries, Associates and Legal Partnerships (as of August 31)

	2002	2001
Parent Crown Corporations	43	41
Wholly Owned Subsidiaries (100%)	21	20
Other Subsidiaries, Associates and Legal Partnerships	36	30

CHANGES DURING THE YEAR

Blue Water Bridge Authority — Added

Canada Post Corporation

Subsidiaries held at 100%

- 3906949 Canada Inc. (100%) and its subsidiaries
  - Progistix–Solutions Inc. (97.37%) and its subsidiary
    - Assured Logistics Inc. (100%) — Added

Subsidiary held at 50 to 99%

- Innovapost Inc. (51%) — Added

Canadian Air Transport Security Authority — Added

Canadian Broadcasting Corporation

Associates held at less than 50%

- Look Communications Inc. (.24%) — Added
- The Canadian Documentary Channel (29%) — Added

Enterprise Cape Breton Corporation

Associates held at less than 50%

- Canadian Tennis Technology Limited — Deleted
- Jackmen Development Limited — Added
- Lynnwood Inn Limited — Added

Export Development Canada — Name changed[1]

Royal Canadian Mint

Subsidiaries held at 100%

- RCMH-MRCF Inc. — Added
  - TGM Specialty Services Inc. (50%) — Added

[1] Name changed from Export Development Corporation.

CROWN CORPORATIONS' CORPORATE HOLDINGS

1. Atlantic Pilotage Authority

2. Atomic Energy of Canada Limited

Subsidiaries held at 100%

- AECL Technologies B.V.
- AECL Technologies Inc.

3. Bank of Canada

4. Blue Water Bridge Authority

5. Business Development Bank of Canada

Associate held at less than 50%

- Cominco Ltd.[1]

6. Canada Council for the Arts

7. Canada Deposit Insurance Corporation

8. Canada Development Investment Corporation

Subsidiaries held at 100%

- Canada Eldor Inc.
- Canada Hibernia Holding Corporation and its associate
  - Hibernia Management and Development Company Ltd. (8.5%)

9. Canada Lands Company Limited

Subsidiaries held at 100%

- 3148131 Canada Limited[2]
- Canada Lands Company CLC Limited
- Old Port of Montreal Corporation Inc.[3]
- Parc Downsview Park Inc.

10. Canada Mortgage and Housing Corporation

11. Canada Pension Plan Investment Board

12. Canada Post Corporation

Subsidiaries held at 100%

- 2875039 Canada Limited (100%) and its subsidiary
  - Purolator Holdings Ltd. (71.11%) and its subsidiaries
    - 964102 Ontario Inc. (100%)
    - Purolator Courier Ltd. (100%) and its subsidiaries
      - 3558533 Canada Inc. (100%)
      - Canadian Teleservices Corporation (100%)
      - Distribution Management Services Inc. (100%)
      - Purolator Customs Services Ltd. (100%)
      - Purolator Holdings U.S. Ltd. (100%) and its subsidiary
        - Purolator Courier U.S. Ltd. (100%)
      - Supercourier (1987) Ltd. (100%)
- 2875047 Canada Limited
- 3906949 Canada Inc. (100%) and its subsidiaries
  - Intelcom Courier Canada Inc. (50%)
  - Progistix-Solutions Inc. (97.37%) and its subsidiary
    - Assured Logistics Inc. (100%)
- Canada Post International Limited (100%)

Subsidiaries held at 50 to 99%

- EPO Holding Inc. (50%) and its subsidiary
  - EPO Inc. (95.71%)
- Innovapost Inc. (51%)

Associates held at less than 50%

- Co-operative Vereniging International Post Corporation U.A. (6.1%) and its subsidiaries
  - IPC Technology S.C. (96%)
  - IPC Unipost S.C. (96%)
- Purolator Holdings Ltd. (23.51%)

13. Canadian Air Transport Security Authority

14. Canadian Broadcasting Corporation

Associates held at less than 50%

- ARTV (37%)
- Cable North Microwave Limited (1 share)
- Country Canada (30%)
- Look Communications Inc.[5] (.24%)
- Master FM Limited (20%)
- The Canadian Documentary Channel (29%)
- Visnews Limited (1 share)

15. Canadian Commercial Corporation

16. Canadian Dairy Commission

17. Canadian Film Development Corporation

18. Canadian Museum of Civilization

19. Canadian Museum of Nature

20. Canadian Race Relations Foundation

21. Canadian Tourism Commission

22. Cape Breton Development Corporation

Subsidiary held at 100%

- Cape Breton Carbofuels Limited[2]

23. Defence Construction (1951) Limited

24. Enterprise Cape Breton Corporation

Subsidiaries held at 100%

- Cape Breton Growth Fund Corporation[4]
- Cape Breton Marine Farming Limited[2]
- DARR (Cape Breton) Limited[2]
- Gulf Bras D'Or Estates Limited[2]

Associates held at less than 50%

- Bell Bay Golf Developments Incorporated
- Carol Rizzetto Realty Limited Partnership
- General Mining Building Limited
- Jackmen Development Limited
- Lynnwood Inn Limited
- Silver Screen Star Limited

25. Export Development Canada

Subsidiary held at 100%

- Exinvest Inc.

26. Farm Credit Canada

27. Federal Bridge Corporation Limited, The

Subsidiaries held at 100%

- Jacques Cartier and Champlain Bridges Incorporated, The
- Seaway International Bridge Corporation, Ltd., The

Subsidiary held at 50 to 99%

- St. Mary's River Bridge Company

28. Freshwater Fish Marketing Corporation

29. Great Lakes Pilotage Authority

30. International Development Research Centre

31. Laurentian Pilotage Authority

32. Marine Atlantic Inc.

33. National Arts Centre Corporation

34. National Capital Commission

35. National Gallery of Canada

36. National Museum of Science and Technology

37. Pacific Pilotage Authority

38. Public Sector Pension Investment Board

39. Queens Quay West Land Corporation

40. Ridley Terminals Inc.

41. Royal Canadian Mint

Subsidiary held at 100%

- RCMH-MRCF Inc. and its subsidiary
  - TGM Specialty Services Inc. (50%)

42. Standards Council of Canada

43. VIA Rail Canada Inc.

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1 Only non-voting preferred shares are held.

2 Inactive corporation.

3 Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 1987-86) to report as if it were a parent Crown corporation.

4 Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed by Order in Council (P.C. 2000-1341) to report as if it were a parent Crown corporation.

5 Pursuant to the *Companies' Creditors Arrangement Act*.

OTHER CORPORATE INTERESTS OF CANADA

This chapter provides information on:

- share-capital corporations partially owned by the federal government;
- corporations without share capital (for example, not-for-profit corporations) for which the government has a legal right to appoint, or approve the appointment of, at least one member to the board of directors or other governing body; and
- organizations formed pursuant to an international agreement where the federal government holds shares in the organization or has a right to appoint, or approve the appointment of, some number of members to the governing body.

For share-capital corporations, the listing shows the degree of federal ownership. For non-share-capital corporations, the listing includes fractions showing the number of federally appointed board members over the total number of board members.

The latter is intended to illustrate the degree of federal influence over an entity in cases where control cannot be expressed in terms of share ownership. Thus, in this context, a "federal appointee" may be an individual appointed by Order of the Governor in Council or by any one of a number of other mechanisms. Examples of such mechanisms may include appointment by a minister or by a Crown corporation. Federal public servants occupying board positions on an *ex officio* basis are also counted as federal appointees for these purposes.

Corporations named in this chapter are grouped as follows:[1]

Mixed Enterprises

Corporate entities whose shares are partially owned by Canada, through a minister. Private-sector parties own the remaining shares.

Joint Enterprises

Corporate entities whose shares are partially owned by Canada, through a minister. The balance of shares is owned by another level of government.

International Organizations

International organizations are corporate entities created pursuant to international agreements under which Canada holds shares or has a right to appoint or elect some number of members to a governing body.

Shared-governance Corporations

This category includes corporate entities without share capital for which Canada, either directly or through a Crown corporation, has a right pursuant to statute, articles of incorporation, letters patent, by-law or any contractual agreement (including funding or contribution agreements) to appoint or nominate one or more members to the governing body.

Corporations under the terms of the *Bankruptcy and Insolvency Act*

This group includes corporate entities whose shares are partially owned by Canada following receipt by a trustee in bankruptcy.

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[1] This chapter does not include departmental corporations such as the Canadian Food Inspection Agency. Although they are similar to Crown corporations in that they are wholly owned by the federal government, departmental corporations are specifically excluded from the *Financial Administration Act* (FAA) definition of a "Crown corporation". Instead, departmental corporations are defined as departments under the FAA and, as such, are subject to a different accountability regime.

NUMBER OF OTHER CORPORATE INTERESTS
Year-Over-Year Comparison

Other Corporate Interests of Canada	March 31, 2002	March 31, 2001
Mixed enterprises	1	1
Joint enterprises	3	3
International organizations	18	18
Shared-governance corporations	139	133
Corporations under the terms of the *Bankruptcy and Insolvency Act*	25	20

OTHER CORPORATE INTERESTS – ADDITIONS AND DELETIONS
During the year ending March 31, 2002

Mixed Enterprises	No Additions or Deletions
Joint Enterprises	No Additions or Deletions
International Organizations	No Additions or Deletions
Shared-governance corporations	
2001 London Alliance Canada Summer Games Host Society Inc.	Deleted
2005 Regina Canada Summer Games Host Society	Added
Aéroports de Montréal	Added
Blue Water Bridge Authority	Deleted[1]
Canada-Alberta Value-added Industry Development Program	Deleted
Canada Commonwealth Legacy Fund	Added
Canada Foundation for Sustainable Development Technology	Added
Canadian Foundation for Climate and Atmospheric Sciences (CFCAS)	Added
Canadian Health Infoway Inc.	Added
Canadian Sport Centre – Atlantic	Name changed[2]
Fonds commun des SADC du Québec	Added
Hamilton 2003 World Road Cycling Championships	Added
Hamilton Harbour Commissioners, The	Deleted[3]
Hamilton Port Authority	Added
National Multi-Sport Centre – Calgary	Name changed[4]
National Multi-Sport Centre – Montreal	Name changed[5]
National Multi-Sport Centre – Toronto	Name changed[6]
National Sport Centre – Manitoba	Name changed[7]
National Sport Centre – Saskatchewan	Added
PacificSport Canadian Sport Centre – Vancouver	Name changed[8]
Sport Information Resource Centre	Deleted

Shared-governance corporations (continued)	
The 3rd IAAF World Youth Athletic Championship – Sherbrooke 2003	Added
Corporations held under the terms of the Bankruptcy and Insolvency Act	
Cade Struktur Corporation	Added
Canplats Resources Corporation	Name changed[9]
Carvern International	Name changed[10]
Consolidated Stone Industries Inc.	Added
Ebdental Inc.	Added
Les développements Phénix 1995	Name changed[11]
Plain Tree Systems Inc.	Added
Planet Medica Inc.	Added

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[1] The Blue Water Bridge Authority commenced operations as a Crown corporation on April 26, 2002.

[2] Name changed from National Sport Centre – Atlantic Canada.

[3] The Hamilton Harbour Commissioners became a Port Authority on May 1, 2001.

[4] Name changed from National Sport Centre – Calgary.

[5] Name changed from Centre national multisport – Montréal.

[6] Name changed from National Sport Centre – Toronto.

[7] Name changed from National Sport Centre – Winnipeg.

[8] Name changed from National Sport Centre – Vancouver.

[9] Name changed from Colby Resources Ltd.

[10] Name changed from Carvern International Industries Ltd.

[11] Name changed from Caoutech Inc.

MIXED ENTERPRISES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End Total Assets (A) Liabilities (L) Auditor	Federal Ownership
Minister of Finance				
Petro-Canada				
To enhance shareholder's value through development, production and distribution of hydrocarbons and other types of fuel and energy.	PO Box 2844 Calgary AB T2P 3E3 (403) 296-8000	*Canada Business Corporations Act*, 1975	December 31 A = $9.82B L = $2.79B Arthur Andersen LLP	18.84%

JOINT ENTERPRISES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End Total Assets (A) Liabilities (L) Auditor	Federal Ownership
Minister of Industry and Minister responsible for Canada Economic Development				
Société du parc industriel et portuaire Québec-Sud				
To conduct the sale of the corporation's lands and to suggest an alternative solution to two levels of government on the use of the proceeds of this sale since the lands are unsuitable for an industrial infrastructure.	Bureau 303 13, rue St-Louis Lévis QC G6V 4E2 (418) 833-5925	Special act of the Quebec Government (1974)	March 31 A = $1.8M L = $0M Auditor General of Quebec	40%
Minister of Industry and of Western Economic Diversification				
North Portage Development Corporation				
To foster the social and economic redevelopment of the North Portage area in Winnipeg.	201 - 1 Forks Market Rd. Winnipeg MB R3C 4L9 (204) 943-7752	*Manitoba Corporations Act*, 1983	March 31 A = $99.3M L = $6.2M Ernst & Young	33.3%
Minister of Natural Resources				
Lower Churchill Development Corporation Limited				
To establish a basis for the development of all or part of the hydroelectric potential of the Lower Churchill basin and the line transmission of this energy to markets.	PO Box 12700 St. John's NL A1B 3T5 (709) 737-1400	*Newfoundland Companies Act*, 1978	December 31 A = $30M L = $0M Ernst & Young	49%

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees[1]
Minister of Canadian Heritage				
World Anti-Doping Agency				
To promote and coordinate at the international level the fight against doping in sport in all forms.	Suite 700 Stock Exchange Tower 800 Place Victoria Montréal QC H4Z 1B7 (514) 904-9232	Incorporated under Swiss Law as a not-for-profit organization, 1999	Price Waterhouse Coopers	1/36
Minister of the Environment				
International Lake Memphremagog Levels Board				
A forum for dispute resolution regarding the regulation of the levels of Lake Memphremagog in accordance with international obligations and federal and provincial legislation.	c/o EC Québec Region Suite 300 100 Alexis-Nihon Blvd. St-Laurent QC H4M 2N8 (514) 283-1628	The Board was created pursuant to an agreement between the governments of Canada and the U.S.A.	n/app*	1/2
International Lake of the Woods Control Board				
Lake of the Woods is an international boundary water. The Lake of the Woods Control Board is responsible for the regulation of levels in the Lake of the Woods and Lac Seul and flows in the Winnipeg and English Rivers downstream of these lakes to their junction, in accordance with international obligations and federal and provincial legislation.	c/o EC Environmental Conservations Branch 4th Floor 351 St-Joseph Blvd. Hull QC K1A 0H3 (819) 997-2529	The Board was created pursuant to Section 2 of the *Lake of the Woods Control Board Act* and is further mandated by the Canada-U.S. Boundary Waters Treaty (Convention and Protocol, 1925).	n/app	1/2

[1] For share-capital corporations, a percentage value represents the degree of federal ownership. For entities without share capital, a fraction shows the number of federally appointed members of the entity's board or governing body over the total number of board members.

* n/app – not applicable

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of the Environment (continued)				
International Niagara Committee				
To determine the amount of water available for the purposes of the Treaty and to record the amounts of water used for power diversions.	c/o EC Ontario Region 867 Lakeshore Rd. PO Box 5050 Burlington ON L7R 4A6 (905) 336-4713	The Niagara Diversion Treaty, 1950 as administered by the Department of Foreign Affairs and International Trade and the U.S. State Department	n/app	1/2
International Porcupine Caribou Management Board				
The Board makes recommendations and provides advice on those aspects of the conservation of the Porcupine Caribou Herd and its habitat that require international coordination.	c/o EC Pacific and Yukon Region Canadian Wildlife Service 91782 Alaska Hwy. Whitehorse YT Y1A 5B7 (867) 393-6700	Agreement signed by the U.S.A. and Canada on the Conservation of the Porcupine Caribou Herd, 1987	n/app	4/8
North American Commission for Environmental Cooperation – Joint Public Advisory Committee				
The Committee provides advice to the Council of the North American Commission for Environmental Cooperation on matters within the scope of the North American Agreement on Environmental Cooperation, a "side agreement" to the North American Free Trade Agreement.	Suite 200 393 Saint-Jacques St. Montréal QC H2Y 1N9 (514) 350-4300	The Committee was created pursuant to the North American Agreement on Environmental Cooperation	n/app	5/15

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Finance				
European Bank for Reconstruction and Development				
To develop a vibrant private sector and to help foster the transition from centrally planned economies to market economies in the new Europe.	One Exchange Square London EC2A 2JN England 44-20-7338-6000	*European Bank for Reconstruction and Development Agreement Act*, 1991	Arthur Andersen	3.43%
International Bank for Reconstruction and Development				
To assist in the reconstruction and development of territories of member countries.	1818-H Street NW Washington DC 20433 U.S.A. (202) 458-1122	*Bretton Woods and Related Agreements Act*, 1945	Deloitte Touche Tohmatsu (Int'l Firm)	2.85%
International Development Association				
To promote economic development, increase productivity and thus raise standards of living in the less developed areas of the world.	1818-H Street NW Washington DC 20433 U.S.A. (202) 458-1122	Articles of Agreement, 1960, *International Development Association Act*, 1960	Deloitte Touche Tohmatsu (Int'l Firm)	2.99%
International Finance Corporation				
To further economic development by encouraging the growth of productive enterprises in member countries, supplementing the activities of the International Bank for Reconstruction and Development.	2121 Pennsylvania Ave. Washington DC 20433 U.S.A. (202) 477-1234	Articles of Agreement; Vote 731, *Appropriation Act No. 6*, 1956	Deloitte Touche Tohmatsu (Int'l Firm)	3.45%
International Monetary Fund				
To promote economic welfare by encouraging the expansion of trade, the maintenance of orderly exchange arrangements, and the reduction of balance of payments.	700-19th St. NW Washington DC 20431 U.S.A. (202) 623-7000	Agreement signed by member countries, 1945	Price Waterhouse Coopers	3.00%

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Finance (continued)				
Multilateral Investment Guarantee Agency				
To encourage the flow of investments for productive purposes among member countries, thus supplementing the activities of the International Bank for Reconstruction and Development, the International Finance Corporation and other international development finance institutions.	1818-H Street NW Washington DC 20433 U.S.A. (202) 473-6167	*Bretton Woods and Related Agreements Act*, 1988	Deloitte Touche Tohmatsu (Int'l Firm)	3.93%
Minister of Foreign Affairs				
African Development Bank				
To contribute to the economic development and social advancement of the member countries, individually and collectively. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives in Africa.	01, PO Box 1387 Abidjan 01 Ivory Coast Africa 011-225-20-44-44	Agreement signed by member countries, 1963 and the *International Development (Financial Institutions) Continuing Assistance Act*	Deloitte & Touche; and Akintola Williams and Hussan Inc.	3.007%
Asian Development Bank				
To promote the economic and social advancement of developing country members. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives in Asia.	PO Box 789 1099 Manila Philippines 011-632-6005	Agreement signed by member countries, 1965 and the *International Development (Financial Institutions) Continuing Assistance Act*	Price Waterhouse Coopers	5.27%

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Foreign Affairs (continued)				
Caribbean Development Bank				
To contribute to the harmonious economic growth and development of the member countries, and integration among them, having special and urgent regard to the needs of the less developed members of the region. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives.	PO Box 408 Wilday, St. Michael Bridgetown Barbados 1-8-246-429-3550	Agreement signed by member countries, 1969 and the *International Development (Financial Institutions) Continuing Assistance Act*	Price Waterhouse	9.50%
Inter-American Development Bank				
To contribute to the acceleration of the process of economic/social development of the regional developing member countries, individually or collectively. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives.	1300 New York Ave. NW Washington DC 20577 U.S.A. (202) 623-1000	Agreement signed by member countries, 1959 and the *International Development (Financial Institutions) Continuing Assistance Act*	Price Waterhouse	4.00%
International Boundary Commission				
To maintain the demarcation and cartographic representation of the land and water boundary between Canada and the United States, and to regulate all construction within three metres of the boundary line.	Room 571 615 Booth St. Ottawa ON K1A 0E9 (613) 995-4341	Treaty of Washington, 1908 and 1925; *International Boundary Commission Act*, 1960	n/app	1/2

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Veterans Affairs				
Commonwealth War Graves Commission				
To mark and maintain graves and memorials and keep records of the members of the Forces of the Commonwealth who died in the two World Wars.	2 Marlow Rd. Maidenhead Berkshire SL6 7DX U.K. (0628) 34221	Royal Charter, 1917	Grant Thornton	1/14

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members[2]
Minister of Agriculture and Agri-Food				
Agri-adapt Council Inc.				
An industry-led council administers the funds allocated to Newfoundland by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 1045 308 Brookfield Road Mount Pearl NL A1N 3C9 (709) 747-4874	*Companies Act* of the Province of Newfoundland and Labrador, 1996	Deborah A. Muir CGA	1/9
Agricultural Adaptation Council				
To foster increased long-term growth, employment and competitiveness in the industry and in rural Ontario. To encourage the development of innovative technologies that will assist the Ontario industry to adapt and become more competitive in a global economy.	192 Nicklin Road Guelph ON N1H 7L5 (519) 822-7554	*Agricultural and Horticultural Organizations Act* of the Province of Ontario, 1995.	Hillson Co. LLP (Guelph)	1/18
Agriculture and Food Council of Alberta				
An industry-led council administers the funds allocated to Alberta by the federal government to promote the agri–food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Suite 402 1101-5 Street Nisku AB T9E 7N3 (780) 955-3714	*Society Act* of the Province of Alberta, 1994	Meyers Norris Penny LLP	1/27

[2] This fraction shows the number of federally appointed members of the entity's board or governing body over the total number of board members.

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Agriculture Institute of Management in Saskatchewan, Inc. (AIMS)				
To co-operate with the federal and provincial governments in the implementation of the Canadian Farm Business Management Program in Saskatchewan.	Room 102 15 Innovation Blvd. Saskatoon SK S7N 2X8 (306) 975-8927	Section 4(a) of the *Department of Agriculture and Agri-Food Act*	Davies Breen & Hrynewich	1/6
Agri-Food Innovation Fund				
To support the development of emerging primary and value-added agriculture sectors by providing assistance for research, development and infrastructure needs, and to facilitate transition to a more market driven economy for the Saskatchewan agri-food industry.	Room 329 3085 Albert St. Regina SK S4S 0B1 (306) 780-8262	*The Crown Corporations Act*, 1993 (Sask.) and *The Agri-Food Innovation Act*, 1995 (Sask.)	Saskatchewan Provincial Auditor	6/12
Agri-Futures Nova Scotia				
An industry-led council administers the funds allocated to Nova Scotia by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	757 Ostrea Lake Road Musquodoboit Harbour NS B0J 2L0 (902) 889-2323	*Societies Act* of the Province of Nova Scotia, 1996	Price Waterhouse Coopers	1/11

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
British Columbia Investment Agriculture Foundation (BCIAF)				
An industry-led council administers the funds allocated to B.C. by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 8248 Victoria BC V8W 3R9 (250) 356-1662	*Society Act* of the Province of British Columbia, 1996	BDO Dunwoody LLP	1/14
Beef Industry Development Fund				
The Beef Industry Development Fund was established by federal-provincial agreement as a successor of the National Tripartite Stabilization Program for Beef. The provinces of British Columbia, Alberta, Saskatchewan, Manitoba and Ontario have contributed funds which the federal government will match to support beef industry development projects in the areas of international and domestic market development, research and training.	Canadian Cattlemen's Association 215-6715 8th Street NE Calgary AB T2E 7H7 (403) 275-8558	Federal-Provincial Agreement-National Transition Scheme for Feeder Calves, Feeder Cattle and Slaughter Cattle, *Farm Income Protection Act*	BDO Dunwoody (Calgary)	4/13
Canada-Alberta Beef Industry Development Fund				
To enhance research and industry development activities with the objective of promoting the competitiveness of the beef industry in Alberta.	Alberta Cattle Commission 215-6715 8th Street NE Calgary AB T2E 7H7 (403) 275-4401	Canada-Alberta Beef Industry Development Companion Agreement, *Farm Income Protection Act*	KPMG LLP	1/7

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Canada-Alberta Hog Industry Development Fund				
To enhance research and industry development activities with the objective of promoting the competitiveness of the hog industry in Alberta.	4828-89th Street Edmonton AB T6E 5K1 (780) 491-3527	Canada-Alberta Hog Industry Development Companion Agreement (April 16, 1997) and Amending Agreement (May 19, 1998), *Farm Income Protection Act*	KPMG	1/7
Canada-Alberta Sugar Beet Industry Development Fund				
To enhance research and industry development activities with the objective of promoting the competitiveness of the sugar beet industry in Alberta.	Alberta Sugar Beet Growers' Marketing Board 4900-50th Street Taber AB T1G 1T3 (403) 223-1110	Canada-Alberta Sugar Beet Industry Development Companion Agreement, *Farm Income Protection Act*	BDO Dunwoody LLP	1/7
Canada-Manitoba Agri-Food Research and Development Initiative				
To initiate, encourage, promote, and conduct innovative research and development projects that contribute to the economic well-being of Canada and Manitoba.	Administrator Agri-food R&D Council Manitoba Association of Agricultural Societies PO Box 72 Morris MB R0G 1K0 (204) 746-8186	Canada-Manitoba Agri-Food Research and Development Initiatives Companion Agreement, *Farm Income Protection Act*	Hamilton and Asselstine, CA	6/13

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Canada-Newfoundland Agri-Food Innovation Fund				
To provide financial assistance to Newfoundland farmers for the development of primary and value-added agricultural sectors in Newfoundland and Labrador.	Department of Forest Resources and Agrifoods PO Box 2006 Corner Brook NL A2H 6J8 (709) 637-2077	Canada-Newfoundland and Labrador Agri-Food Innovation Agreement, *Farm Income Protection Act*	Newfoundland Provincial Auditor	1/6
Canadian Farm Business Management Council (CFBMC)				
To monitor and provide guidance on the implementation of the Canadian Farm Business Management Program; promote and encourage the application of sound farm business management principles and practices; and encourage, coordinate and fund projects undertaken on a national, regional, multi-provincial or provincial basis.	Suite 903 75 Albert St. Ottawa ON K1P 5E7 (613) 237-9060	*Canada Corporations Act*, 1992	Deloitte & Touche	1/10
Canadian International Grains Institute				
To promote, on a non-profit basis for the general advantage of Canada, the development, maintenance and enlargement of Canadian and international markets for Canadian grains and oilseeds and the products thereof.	Suite 1000 303 Main St. Winnipeg MB R3C 3G7 (204) 983-3289	*Canada Corporations Act*, 1972	Deloitte & Touche	3/5

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Canadian Livestock Records Corporation				
To perform services for and on behalf of members of the fifty Breed Associations. To ensure the maintenance of the Breed Associations' Herd Books, and to maintain the General Stud and Herd Book.	2417 Holly Lane Ottawa ON K1V 0M7 (613) 731-7110	*Animal Pedigree Act*, 1988	Newton & Co.	1/7
Centre de développement du porc du Québec Inc.				
To exercise leadership in the development and transfer of new technologies in order to actively continue improving the quality and efficiency of a sustainable Quebec hog industry.	Bureau 340 2795, boul. Laurier Sainte-Foy QC G1V 4M7 (418) 650-2440	3e partie de la *Loi sur les compagnies du Québec*, 1992	Raymond Chabot Grant Thornton	1/18
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)				
To advise the Minister of Agriculture, Fisheries and Food Quebec on research and development activities to encourage dialogue in order to help the bio-food sector further the goal of sustainable development.	Direction de la recherche économique et scientifique MAPAQ 10e étage 200, chemin Ste-Foy Québec QC G1R 4X6 (418) 380-2103	Gouvernement du Québec; *Loi sur le vérificateur général*	Auditor General of Quebec	1/23
Conseil pour le développement de l'agriculture du Québec (CDAQ)				
To administer the funds allocated to Quebec by the federal government to the agriculture sector under the Canadian Adaptation and Rural Development (CARD) Fund.	555, boul. Roland-Therrien Longueuil QC J4H 3Y9 (450) 679-0530	3e partie de la *Loi sur les compagnies du Québec*, 1996	Raymond Chabot Grant Thornton	1/9

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Fonds québécois d'adaptation des entreprises agroalimentaires, inc.				
An industry-led council administers the funds allocated to Quebec by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Suite 200 9001 de l'Acadie Blvd. Montréal QC H4N 3H7 (514) 858-2000	3^{e} partie de la *Loi sur les compagnies du Québec*	Samson Bélair Deloitte & Touche	1/12
Manitoba Crop Diversification Centre (MCDC)				
An industry-led initiative with a mandate to identify, evaluate, demonstrate and facilitate the use of new crops, technologies and value added opportunities in a sustainable agricultural system. MCDC has three owned sites and two partnership sites representing a range of soil and climates. Much of the Centre's work is carried out in cooperation with outside agencies, groups and individuals. The centre provides a variety of assistance for research and demonstration activities, including technical support and use of its facilities and land.	PO Box 309 Carberry MB R0K 0H0 (204) 834-6000	*Department of Agriculture Act*, 1993	Meyers Norris Penny Auditor General of Canada	4/9

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Manitoba Rural Adaptation Council Inc.				
An industry-led council administers the funds allocated to Manitoba by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	802-294 Portage Avenue Winnipeg MB R3C 0B9 (204) 982-4791	The *Corporation Act* of the Province of Manitoba, 1996	Meyers Norris Penny	2/22
New Brunswick Agricultural Council				
An industry-led council administers the funds allocated to New Brunswick by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 5001 381 Killam Dr. Moncton NB E1C 8R3 (506) 856-2633	*Companies Act* of the Province of New Brunswick, 1997	Grant Thornton LLP	1/10
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)				
To strengthen New Brunswick's rural and resource-based economy through the development, application and commercialization of biotechnology and technological innovations.	PO Box 636 Station "A" Fredericton NB E3B 5A6 (506) 444-2444	New Brunswick Biotechnology Centre of Excellence Endowment Fund Agreement, *Department of Agriculture and Agri-Food Act.* Provincially incorporated under the laws of the Province of New Brunswick, 1996	Teed Saunders Doyle Co. (Fredericton)	2/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Nova Scotia Apple Industry Development Fund				
To undertake activities to enhance the ability of the Nova Scotia apple industry to compete in the domestic and international marketplace.	Nova Scotia Department of Agriculture & Fisheries Harlow Institute 176 College Rd. PO Box 550 Truro NS B2N 5E3 (902) 893-6511	Canada-Nova Scotia Agreement, National Transition Scheme for Apples in Nova Scotia, Schedule B: Apple Industry Fund; *Farm Income Protection Act.*	To be appointed	2/8
Nova Scotia Research and Development for Grain and Forage				
To provide financial assistance to Nova Scotia farmers for long-term industry-supported grain and forage initiatives in Nova Scotia.	Nova Scotia Department of Agriculture & Fisheries Harlow Institute 176 College Rd. PO Box 550 Truro NS B2N 5E3 (902) 893-6511	Canada-Nova Scotia Research and Development Program for Grain and Forage Agreement, *Farm Income Protection Act.*	To be appointed	1/5
Nova Scotia Technology Development 2000				
To provide financial assistance to Nova Scotia farmers for long-term industry-supported agricultural research in Nova Scotia.	Nova Scotia Department of Agriculture & Fisheries Harlow Institute 176 College Rd. PO Box 550 Truro NS B2N 5E3 (902) 893-6511	Canada-Nova Scotia Research Technology 2000 Development Agreement, *Farm Income Protection Act.*	Price Waterhouse Coopers	2/10

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Ontario Agriculture Training Institute (OATI)				
To co-operate with the federal and provincial governments in the implementation of the Canadian Farm Business Management Program in Ontario.	Suite 202 450 Speedvale Ave. W Guelph ON N1H 7Y6	*Corporations Act* of the Province of Ontario, 1990	Deloitte & Touche	1/17
Ontario Safety Net Research and Development Fund				
To improve the long-term competitive position and increase the diversity of the Ontario agriculture and food sector. The fund is administered by the Agricultural Adaptation Council for Ontario.	Agricultural Adaptation Council 192 Nicklin Road Guelph ON N1H 7L5 (519) 822-7554	*Agricultural and Horticultural Organizations Act*, Province of Ontario R.S.O. 1990, c. A.9. Provincially incorporated in 1995.	Hillson and Co. (Guelph)	1/18
POS Pilot Plant Corporation				
Excellence in service through dedicated staff providing bioprocessing solutions that enhance our clients' competitiveness.	118 Veterinary Rd. Saskatoon SK S7N 2R4 (306) 978-2800	*Canada Corporations Act*, 1973	KPMG	1/14
Prince Edward Island Adapt Council Inc. (PEIAC)				
An industry-led council administers the funds allocated to P.E.I. by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Room 103 420 University Ave. Charlottetown PE C1A 7Z5 (902) 368-2005	*Companies Act* of the Province of Prince Edward Island, 1997	Beaton Fitzpatrick Murray	2/11

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Saskatchewan Council for Community Development				
To support and promote community-based development. To act as a catalyst for community cooperation, empowerment and development and to offer quality programs to rural Saskatchewan communities.	Box 21038 Saskatoon SK S7H 5N9 (306) 975-6847	Section 4(a) of the *Department of Agriculture and Agri-Food Act*	Davies Breen & Hrynewich	1/7
Territorial Farmers Association NWT				
An industry-led council administers the funds allocated to the Northwest Territories by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 4386 Hay River NT X0E 1G3 (867) 874-4706	*Societies Act* of the Territory of the Northwest Territories, 1973	Ashton Chartered Accountants	1/6
Western Grains Research Foundation				
To initiate, encourage, support and conduct research into grain production and into economic and market development of grain products.	210-111 Research Drive Saskatoon SK S7N 3R2 (306) 975-0060	*Canada Corporations Act*, 1981	Price Waterhouse Coopers	1/17
Yukon Agricultural Association				
An industry-led council administers the funds allocated to Yukon Territory by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Room 203 302 Steele St. Whitehorse YT Y1A 2C5 (867) 668-6864	The *Societies Act* of the Territory of the Yukon, 1974	Ordish & Ordish	1/8

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage				
2003 Bathurst-Campbellton Canada Winter Games Host Society Inc.				
To plan, organize, manage, promote, finance, conduct, operate and supervise the 2003 Bathurst–Campbellton Canada Winter Games on behalf of Canada, the Province of New Brunswick and other complementary purposes.	29 Roseberry St. Campbellton Restigouche County PO Box 456 Campbellton NB E3N 3G9	*Corporate Act of New Brunswick*, 1999	To be appointed	1/22
2005 Regina Canada Summer Games Host Society				
To plan, organize, manage, promote, finance, conduct, operate and supervise the 2005 Regina Canada Summer Games on behalf of Canada, the Province of Saskatchewan and other complementary purposes.	2nd Floor 438 Victoria Avenue Regina SK S4N 0P6	*Canada Corporations Act* (2001)	To be appointed	1/9
Association for the Export of Canadian Books				
To promote the export of Canadian books. To administer the export budget for the Department of Canadian Heritage's Book Publishing Industry Development Program.	Suite 504 1 Nicholas St. Ottawa ON K1N 7B7 (613) 562-2324	*Canada Corporations Act*, 1972	Logan Katz	2/12
Calgary Olympic Development Association				
To foster the development of Canadian winter sport athletes, administer the Olympic Endowment Funds, and operate and maintain Canada Olympic Park.	88 Canada Olympic Rd. SW Calgary AB T2M 4N3 (403) 286-2632	*Society Act of Alberta*, 1979	Price Waterhouse Coopers	1/20

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
Canada Commonwealth Legacy Fund				
To finance programming and training centre system in B.C., dedicated to develop standards of high performance and competitive excellence in domestic and international amateur sport.	4636 Elk Drive Victoria BC V8Z 5M1 (250) 744-3583	*Canada Corporations Act* 1994 *Society Act* of B.C. 1994	Dale Matheson Carr Hilton	1/5
Canada Games Council				
To provide a major national multi-sport event for the best young athletes in all provinces and territories.	701-2197 Riverside Drive Ottawa ON K1H 7X3 (613) 526-2320	*Canada Corporations Act*, 1991	Cloutier & Brisebois	3/14
Canadian Sport Centre - Atlantic				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	Suite 308 5516 Spring Garden Rd. Halifax NS B3J 3G6 (902) 425-5822	*Nova Scotia Act*, 1999	Deloitte & Touche	1/12
Canadian Television Fund, The				
To assist the creation and broadcast in prime time of high-quality, culturally-significant Canadian television programs in both official languages in the genres of drama, variety, children's, documentaries and performing arts, and by both the majority and minority official-language production sectors.	5th Floor 111 Queen Street E Toronto ON M5C 1S2 (416) 214-4400 1-877-975-0766	*Canada Corporations Act*, Part II, 1996	KPMG	5/18

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
Coaching Association of Canada				
To enhance the experience of all Canadian athletes through quality coaching.	Suite 300 141 Laurier Ave. W Ottawa ON K1P 5S3 (613) 235-5000	*Canada Corporations Act*, 1971	Ouseley Hanvey Clipsham Deep LLP	4/12
Hamilton 2003 World Road Cycling Championships				
To organize and manage the 2003 World Road Cycling Championships in Hamilton.	c/o David Braley Orlick Industries Inc. 411 Parkdale Avenue North PO Box 591 LCD#1 Hamilton ON L8L 9G1 (905) 544-1997 ext. 303	*Canada Corporations Act*, 2000	KPMG	2/12
Le Consortium de télévision Québec Canada Inc. (TV5)				
Promote the French language throughout the world through a specialty television service.	Bureau 101 1755 René-Lévesque Blvd. E Montréal QC H2K 4P6 (514) 522-5322	*Canada Corporations Act*, Part II, 1991	Samson Bélair Deloitte & Touche	2/9
National Multi-Sport Centre – Calgary				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o Faculty of Physical Education University of Calgary 2500 University Drive NW Calgary AB T2N 1N4 (403) 220-8196	*Society Act of Alberta*, 1994	Price Waterhouse Coopers	1/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
National Multi-Sport Centre – Montreal				
To help top-flight athletes training for the Olympic Games, world championships and other global competitions to reach their highest level of performance.	1000 Émile-Journeault Ave. Montréal QC H2M 2E7 (514) 872-1999	Partie 3, *Loi sur les compagnies* (Québec) 1997	Gosselin et associés	1/10
National Multi-Sport Centre – Toronto				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	Suite 302 1185 Eglinton Ave. E North York ON M3C 3C6 (416) 426-7184	*Canada Corporations Act*, (Ontario) 1998	James G.A. Gibbs	1/12
National Sport Centre – Greater Victoria				
To create a dynamic environment for sport excellence at all levels by delivering world class coaching, quality athlete services and long-term sport development programs.	4636 Elk Drive Victoria BC V8Z 5M1 (250) 744-3583	*Society Act* of B.C., 1988	Norgaard Neale Campden Ltd.	1/12
National Sport Centre – Manitoba				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o University of Manitoba Frank Kennedy Centre Room 138 17 Dafoe Rd. Winnipeg MB R3T 2N2 (204) 474-6604	*Corporate Act of Manitoba*	Hemingway Silver	1/17

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
National Sport Centre – Saskatchewan				
To support high performance athletes to achieve podium performances at internatinal competitions through a holistic development process.	1870 Lorne Street Regina SK S4P 2L7 (306) 975-0809	Under Sask 1972 Sport Inc.,	KPMG	1/11
PacificSport Canadian Sport Centre – Vancouver				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	BC Place Stadium 3rd Floor East Airlock 777 Pacific Blvd. South Vancouver BC V6B 4Y8 (604) 730-7228	*Society Act* of B.C., 1998	Staley Okada Chandler & Scott	1/12
The 3rd IAAF World Youth Athletics Championship – Sherbrooke 2003				
To promote and celebrate the new levels of athletic performances for athletes aged 15-17.	2003 Sherbrooke 145 Sauvé Street Sherbrooke QC J1L 1L6 (819) 573-2003	Le 3e partie de la *Loi sur les companies du Québec*, 2001	To be appointed	1/12
Minister of the Environment				
Canadian Foundation for Climate and Atmospheric Sciences (CFCAS)				
To fund research that improves the scientific understanding of processes and predictions, provides relevant science to policy makers and improves understanding of the ways in which these challenges affect human health and the natural environment in addition to strengthening Canada's scientific capacity.	Suite 901 350 Sparks Street Ottawa ON K1R 7S8 (613) 238-2223	*Canada Corporations Act*, 2000	Ouseley Hanvey Clipsham Deep LLP	3/13

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of the Environment (continued)				
Wildlife Habitat Canada				
To promote the conservation, restoration and enhancement of wildlife habitat in Canada in order to retain the diversity, distribution and abundance of wildlife.	Suite 200 7 Hinton Ave. N Ottawa ON K1Y 4P1 (613) 722-2090	*Canada Corporations Act*, 1984	KPMG Peat Marwick Thorne	6/10
Minister of Fisheries and Oceans				
International Fisheries Commissions Pension Society				
To arrange for and administer the provision of pensions and insurance for Canadian employees of any international fisheries commission whose seat or headquarters is established and maintained by Canada or the U.S., or both.	c/o Fisheries and Oceans 200 Kent St. Ottawa ON K1A 0E6 (613) 993-1860	*Canada Corporations Act*, 1957	Director General Corporate Review, Evaluation and Audit Directorate, Fisheries and Oceans	4/8
Minister of Foreign Affairs				
Asia-Pacific Foundation of Canada				
To develop closer ties between the peoples and institutions of Canada and the Asia-Pacific region.	Suite 666 999 Canada Place Vancouver BC V6C 3E1 (604) 684-5986	*Asia-Pacific Foundation of Canada Act*, 1984	Deloitte & Touche	10/16
International Centre for Human Rights and Democratic Development				
To promote and support cooperation between Canada and other countries for the purpose of developing and strengthening human rights institutions.	Suite 1100 1001 Maisonneuve Blvd. E Montréal QC H2L 4P9 (514) 283-6073	*International Centre for Human Rights and Democratic Development Act*, 1988	Auditor General of Canada	13/13

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Foreign Affairs (continued)				
Roosevelt Campobello International Park Commission				
To administer as a memorial the Roosevelt Campobello International Park.	459 Route 774 Welshpool NB E5E 1A4 (506) 752-2992	*The Roosevelt Campobello International Park Commission Act*, 1964	Foster, Carpenter, Black & Co.	3/6
Minister of Health				
Canadian Centre on Substance Abuse				
To promote informed debate and increased public awareness and participation on the part of Canadians regarding alcohol and drug related issues; to disseminate information on the nature, extent and consequences of substance abuse, and to support and assist organizations involved in substance abuse treatment prevention and educational programming.	Suite 300 75 Albert St. Ottawa ON K1P 5E7 (613) 235-4048	*Canadian Centre on Substance Abuse Act*, 1988	McIntyre & McLarty	6/9
Canadian Coordinating Office for Health Technology Assessment				
To encourage the appropriate use of health technology by influencing decision makers through the collection, analysis, creation and dissemination of information concerning the effectiveness and cost of technology and its impact on health. Aim to facilitate information exchange, resource pooling and the coordination of priorities for health technology assessments.	110-955 Green Valley Cres. Ottawa ON K2C 3V4 (613) 226-2553	*Canada Corporations Act*, 1980	McCay Duff & Company	1/4

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Health (continued)				
Canadian Health Infoway Inc.				
a) to accelerate the development and adoption of modern systems of health information and communication technologies; b) to define and promote standards governing shared data to ensure the compatibility of health information networks; c) without limiting the foregoing, in the pursuance of those objects set out in (a) and (b): to support the adoption of such standards for health information and compatible communications technologies for the health sector in Canada; to enter into collaborative arrangements as required with the governments of Canada, the provinces and territories, corporations, not-for-profit organizations and other persons for the development and adoption of the standards and technologies; to incorporate standards that protect personal privacy and confidentiality of individual records, and security of health information; and to undertake its work in both official languages of Canada.	Suite 2500 1155 René-Levesque Blvd. W Montréal QC H3B 2K4	*Canada Health Care, Early Childhood Development and Other Social Services Funding Act 2000*, C.35	KPMG	2/11

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Health (continued)				
Canadian Health Services Research Foundation				
To sponsor and promote applied health systems research, to enhance its quality and relevance, and to facilitate its use in evidence-based decision making by policy makers and health systems managers.	Suite 301 11 Holland Ave. Ottawa ON K1Y 4S1 (613) 728-2238	*Canada Corporations Act*, 1997	Ernst & Young LLP	3/12
Canadian Institute for Health Information				
To serve as the national mechanism to coordinate the development and maintenance of a comprehensive and integrated health information system in Canada; to coordinate the provision of accurate and timely information required for: (i) the establishment of sound health policy, (ii) the effective management of the Canadian health system, and (iii) generating public awareness about factors affecting good health.	Suite 200 377 Dalhousie St. Ottawa ON K1N 9N8 (613) 241-7860	*Canada Corporations Act*, 1995	Price Waterhouse (1997)	1/15
PARTICIPaction				
To inform Canadians about the positive benefits of physical fitness and to motivate them to adopt healthy, physically active lifestyles. To promote fitness through participation in sport and physical recreation.	Suite 220 40 Dundas St. W Toronto ON M5G 2C2 (416) 977-7467	*Canada Corporations Act*, 1971	KPMG Peat Marwick Thorne	1/20

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Health (continued)				
Terry Fox Humanitarian Award Inc.				
To encourage Canadian youth to seek high ideals as represented by Terry Fox by granting commemorative scholarships for the pursuit of higher education; to establish, maintain and manage an endowment fund.	c/o Simon Fraser University Burnaby BC V5A 1S6 (604) 291-3057	*Canada Corporations Act*, 1980	Ouseley Hanvey Clipsham Deep LLP	3/12
Minister of Human Resources Development and Minister of Finance				
Canada Millennium Scholarship Foundation				
To grant scholarships to students who are in financial need and who demonstrate merit in order to improve access to post-secondary education.	Suite 800 1000 Sherbrooke St. W Montréal QC H3A 3R2	*Budget Implementation Act*, 1998	Ernst & Young LLP	6/15
Minister of Indian Affairs and Northern Development				
Northern Native Fishing Corporation				
To preserve a fleet of fishing vessels and related licences for the long-term benefit of native fishers, and to foster their development as independent business operators.	Site 19, Comp. 45 RR 3 Station Main Kitsum Kalum Reserve Terrace BC V8G 4R6 (250) 638-0986	*British Columbia Companies Act*, 1982	Carlyle Shepherd & Co.	1/7
Minister of Industry				
Canada Foundation for Innovation				
To strengthen Canada's capacity for innovation by investing in research infrastructure at Canadian universities, hospitals, colleges, and not-for-profit institutions.	Suite 450 230 Queen St. Ottawa ON K1P 5E4 (613) 947-6496	*Budget Implementation Act*, 1997	Ernst & Young	7/15

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Industry (continued)				
Genome Canada				
To support a national genomic research initiative for the benefit of Canadians.	21st floor 150 Metcalfe Street Ottawa ON K2P 1P1 (613) 751-4460	No Statutory Authority – Funding agreement, 2000	KPMG	4/11
Minister of Industry and Minister Responsible for Canada Economic Development				
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)				
To foster the entrepreneurial spirit and the creation of businesses among students, graduates and the entire personnel of the UQAC, and to support the development activities of other institutions of higher learning in the region.	555, boul. de l'Université Chicoutimi QC G7H 2B1	*Loi sur les compagnies du Québec*, 1998	Raymond Chabot Grant Thornton	1/11
Corporation Camp Spatial Canada				
To manage the Cosmodome, a complex dedicated to science, museology and tourism.	2150 autoroute des Laurentides Laval QC H7T 2T8	*Canada Corporations Act*, 1991	Samson Bélair Deloitte et Touche	2/15
Fondation du maire de Montréal pour la Jeunesse				
To assist young disadvantaged Montrealers who are contributing to Montréal's economic development by starting their own businesses.	Suite 800 385 Sherbrooke St. E Montréal QC H2X 1E3 (514) 872-8401	*Loi sur les compagnies du Québec*, 1995	Raymond Chabot Grant Thornton	1/20
Fonds commun des SADC du Québec				
Liquidity management through the SADC Network and emergency loans for members.	Bureau 530 979 De Bourgogne Sainte-Foy QC G1W 2L4	*Loi sur les compagnies du Québec*, 1999	Cain Casgrain Lamarre Wells	1/5

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Industry and Minister Responsible for Canada Economic Development (continued)				
Fonds de développement-emploi Montréal				
To promote the economic development of Montreal by providing capital funding to small local businesses through a capital investment fund.	Suite 100 5703 Sherbrooke St. E Montréal QC H1N 3M1	*Loi sur les compagnies du Québec*, 1988	Harel Drouin Gallant Dupuis	1/12
Fonds d'investissement et de développement de l'emploi dans les quartiers centraux de Québec (FIDE) Inc.				
To promote the economic development of the most disadvantaged areas of Quebec City by providing capital funding to small local businesses through a capital investment fund.	Bureau 190 155, boul. Charest Québec QC G1K 3G6 (418) 525-7771	*Loi sur les compagnies du Québec*, 1996	Le Vérificateur de la Ville de Québec	1/10
Montréal International				
To promote the Greater Montreal area at an international level.	Suite 3200 380 Saint-Antoine St. W Montréal QC H2Y 3X7	*Loi sur les compagnies du Québec*, 1996	Raymond Chabot Grant Thornton	1/27
Quartier International de Montréal				
To consolidate Montreal's role as the major Canadian host to international organizations through the redevelopment of this city district.	Suite 350 393 Saint-Jacques St. Montréal QC H2Y 1N9	*Loi sur les compagnies du Québec*, 1999	Raymond Chabot Grant Thornton	2/10
Société de développement à l'exportation de La Rive-Sud de Montréal				
Offer export counselling and advice to businesses located on the territory of the CLD's of Champlain, La Jemmerais and La Vallée-du-Richelieu.	Bureau 100 1000, rue de Sérigny Longueuil QC J4K 5B1 (450) 674-2839	*Loi sur les compagnies du Québec*, Partie III, 1988	Faucher Daviault	2/9

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Industry and Minister Responsible for Canada Economic Development (continued)				
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.				
To support the launching and development of aquacultural enterprises in the Gaspé Peninsula, Bas-Saint-Laurent, the Îles-de-la-Madeleine and on the North Shore.	PO Box 310 153 de la Reine St. Gaspé QC G4X 1T5	*Loi sur les compagnies du Québec*, 1998	Eric Duguay C.A.	2/12
Minister of Natural Resources				
Canadian Foundation for Sustainable Development Technology				
The Foundation will administer the Sustainable Development Technology Fund (SDTF) for the development and demonstration of sustainable technologies, in particular those aimed at solutions to Canada's challenges in climate change and clean air.	Suite 450 230 Queen Street Ottawa ON K1P 5E4	*Canada Foundation for Sustainable Development Technology Act* (assented to 2001)	To be appointed	7/15
Canada-Newfoundland Offshore Petroleum Board				
To administer the relevant provisions of the *Canada-Newfoundland Atlantic Accord Implementation Act* as enacted by the Parliament of Canada and the Legislature of Newfoundland and Labrador. The Board is funded by equal contributions from both the federal and provincial governments.	TD Place 5th Floor 140 Water St. St. John's NL A1C 6H6 (709) 778-1400	The *Canada-Newfoundland Atlantic Accord Implementation Act*, 1987	Deloitte & Touche	3/7

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Natural Resources (continued)				
Canada-Nova Scotia Offshore Petroleum Board				
To administer the relevant provisions of the *Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Act* as enacted by the Parliament of Canada and the Legislature of Nova Scotia. The Board is funded by both the federal and provincial governments with equal contributions.	TD Centre 6th Floor 1791 Barrington St. Halifax NS B3N 3K9 (902) 422-5588	The *Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Act*, 1988	Deloitte & Touche	2/5
Canada's Climate Change Voluntary Challenge and Registry				
To provide the means for promoting and recognizing the effectiveness of the voluntary approach in addressing Canada's climate change objectives.	Suite 600 170 Laurier Ave. W Ottawa ON K1P 5V5 (613) 565-5151	*Canada Corporations Act*, 1997	McCay Duff & Co.	2/18
Canadian Energy Research Institute				
To undertake independent, high quality economic research on energy and related environmental issues and policies in order to assist Canadian business and government organizations.	#150 3512-33 St. NW Calgary AB T2L 2A6 (403) 282-1231	*Alberta Societies Act*, 1996 *Canada Corporations Act*, 1998	Joe Benaschak, CA	6/26
Forest Engineering Research Institute of Canada				
To conduct research and development aimed at improving the efficiency of operations relating to the harvesting and transportation of wood and to improving the equipment used for silvicultural and private woodlots forestry of Canada.	580 Saint-Jean Blvd. Pointe-Claire QC H9R 3J9 (514) 694-1140	*Canada Corporations Act*, 1976	Samson Bélair Deloitte & Touche	3/21

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Natural Resources (continued)				
Forintek Canada Corporation				
To be the leading force in the technological advancement of the Canadian wood products industry, through creation and implementation of innovative concepts, processes, products, and education programs.	University of British Columbia 2665 East Mall Vancouver BC V6T 1W5 (604) 224-3221	*Canada Corporations Act*, 1979	Coopers & Lybrand	2/26
Maritime Forestry Complex Corporation				
To establish a Maritime Provinces Regional Forestry Complex.	Hugh John Flemming Forestry Centre 1350 Regent St. Fredericton NB E3C 2G6 (506) 452-6950	*Maritime Forestry Complex Corporations Act*, New Brunswick, 1980	Deloitte & Touche	3/10
Pulp and Paper Research Institute of Canada				
To enhance the technical competitiveness of its member companies through activities that support and supplement their own research and technical efforts.	570 Saint-Jean Blvd. Pointe-Claire QC H9R 3J9 (514) 630-4100	*Canada Companies Act*, 1950	Samson Bélair Deloitte & Touche	2/22
Tree Canada Foundation				
To promote public awareness and education regarding Canada's forests, to provide leadership and community action in building the conservation ethic in Canada and in co-ordinating actions and soliciting cooperation and funding, in support of urban and rural tree planting.	Suite 1550 220 Laurier Ave. W Ottawa ON K1P 5Z9 (613) 567-5545	*Canada Corporations Act*, 1991	KPMG Peat Marwick Thorne	5/11

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Public Works and Government Services and Minister responsible for the Canadian Wheat Board				
Canadian Wheat Board, The				
To market wheat and barley grown in Western Canada in the best interests of Western Canada's grain producers; and to administer the *Prairie Grain Advance Payments Act.*	423 Main Street PO Box 816, Station Main Winnipeg MB R3C 2P5 (204) 983-0239	*Canadian Wheat Board Act,* 1935 and amendments to the *Canadian Wheat Board Act,* 1998	Deloitte & Touche	5/15
Minister of Transport				
Buffalo and Fort Erie Public Bridge Authority				
To construct, maintain and operate the Peace Bridge between Buffalo, New York and Fort Erie, Ontario.	Suite 232 10 Queen St. Fort Erie ON L2A 6M4 (905) 871-1608	*An Act respecting the Buffalo and Fort Erie Public Bridge Company,* 1934	Ernst & Young	5/10
NAV CANADA				
To acquire, own, manage, operate and develop the Canadian civil air navigation system in a safe, secure, efficient and cost-effective manner.	77 Metcalfe St. Ottawa ON K1P 5L6	*Canada Corporations Act,* Part II, 1996 *Civil Air Navigation Services Commercialization Act,* 1996	KPMG	3/15
Oshawa Harbour Commission				
To manage and control the harbour and the works and property therein under its jurisdiction. To develop the port and act as a catalyst in the utilization of port facilities in furthering trade nationally and internationally.	1050 Farewell St. Oshawa ON L1H 6N6 (905) 576-0400	*Harbour Commissions Act,* 1985	Deloitte & Touche	2/3

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
Saint John Harbour Bridge Authority				
To construct a bridge across the Harbour of Saint John, to enter into agreements respecting the financing, construction and financial operation of the bridge, and to collect tolls and other charges for the operation and maintenance of the bridge.	PO Box 3728 Station B West Saint John NB E2M 5C1 (506) 635-1320	An Act to establish a Harbour Bridge Authority in the City of Saint John, 1962	Deloitte & Touche	1/7
St. Lawrence Seaway Management Corporation				
To manage and operate the St. Lawrence Seaway pursuant to a management agreement entered into between the St. Lawrence Seaway Management Corporation and Her Majesty the Queen.	202 Pitt St. Cornwall ON K6J 3P7	*Canada Corporations Act*, Part II, 1998	Deloitte & Touche	1/9
CANADA PORT AUTHORITIES				
To manage the marine infrastructure and services in a commercial manner that encourages, and takes into account, input from users and the community in which the port is located.				
Belledune Port Authority	261 Shannon Drive Belledune NB E8G 2W1	*Canada Marine Act*, 2000	Grant Thornton	5/7
Fraser River Port Authority	500-713 Columbia St. New Westminster BC V3M 1B2	*Canada Marine Act*, 1999	Grant Thornton	5/7
Halifax Port Authority	Pier 19 1215 Marginal Rd. PO Box 336 Halifax NS B3J 2P6	*Canada Marine Act*, 1999	Grant Thornton	5/7
Hamilton Port Authority	605 James St. N Hamilton ON L8L 1K1 (905) 525-4330	*Canada Marine Act*, 2001	Price Waterhouse Coopers	5/7

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
CANADA PORT AUTHORITIES *(continued)*				
Montreal Port Authority	Port of Montréal Building, Wing #1 Cité du Havre Montréal QC H3C 3R5	*Canada Marine Act*, 1999	Samson Bélair Deloitte & Touche	5/7
Nanaimo Port Authority	104 Front St. PO Box 131 Nanaimo BC V9R 5K4	*Canada Marine Act*, 1999	Bestwick & Partners	5/7
North Fraser Port Authority	7911 Grauer Road Richmond BC V7B 1N4	*Canada Marine Act*, 1999	BDO Dunwoody	5/7
Port Alberni Port Authority	2750 Harbour Road Port Alberni BC V9Y 7X2	*Canada Marine Act*, 1999	Hill Lacoursière & Mollon	5/7
Prince Rupert Port Authority	200-215 CowBay Road Prince Rupert BC V8J 1A2	*Canada Marine Act*, 1999	KPMG	5/7
Quebec Port Authority	150, rue Dalhousie CP 2268 Québec QC G1K 7P7	*Canada Marine Act*, 1999	Arthur Andersen	5/7
Saguenay Port Authority	6600, chemin du Terminal Ville de La Baie QC G7B 3N9	*Canada Marine Act*, 1999	Samson Bélair Deloitte & Touche	5/7
Saint John Port Authority	5th Floor 133 Prince William St. Saint John NB E2L 2B5	*Canada Marine Act*, 1999	Ernst & Young	5/7
Sept-Îles Port Authority	1, quai Mgr-Blanche Sept-Îles QC G4R 5P3	*Canada Marine Act*, 1999	Mallette Maheu	5/7

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
CANADA PORT AUTHORITIES *(continued)*				
St. John's Port Authority	1 Water St. PO Box 6178 St. John's NL A1C 5X8	*Canada Marine Act*, 1999	Grant Thornton	5/7
Thunder Bay Port Authority	100 Main St. Thunder Bay ON P7B 6R9	*Canada Marine Act*, 1999	BDO Dunwoody	5/7
Toronto Port Authority	60 Harbour St. Toronto ON M5J 1B7	*Canada Marine Act*, 1999	Deloitte & Touche	5/7
Trois-Rivières Port Authority	Bureau 300 1545, rue du Fleuve Trois-Rivières QC G9A 5K2	*Canada Marine Act*, 1999	Morin Cadieux Matteau Normand	5/7
Vancouver Port Authority	1900-200 Granville St. Vancouver BC V6C 2P9	*Canada Marine Act*, 1999	KPMG	6/9
Windsor Port Authority	502-251 Goyeau St. Windsor ON N9A 6V2	*Canada Marine Act*, 1999	Collins Barrow	5/7
CANADIAN AIRPORT AUTHORITIES				
The mandate of a Canadian Airport Authority is to manage, operate and develop the airport(s) for which it is responsible in a safe, secure, efficient, cost effective and financially viable manner with reasonable airport user charges and equitable access to all air carriers; to undertake and promote the development of the airport lands for which it is responsible for uses compatible with air transportation activities; and to expand transportation facilities and generate economic activity in ways that are compatible with air transportation activities. The date of the official transfer of operational, managerial and developmental control of the airport(s) concerned from Transport Canada to the Airport Authority generally occurs one or more years after the year in which the Authority was incorporated.				
Aéroport de Québec Inc.	Aéroport international Jean-Lesage Local 203 6e Ave 500, rue Principale Sainte-Foy QC G2G 2T9	*Canada Corporations Act*, Part II, 1996	Price Waterhouse Coopers	3/16

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
CANADIAN AIRPORT AUTHORITIES (*continued*)				
Aéroports de Montréal	1100, boul. René-Lévesque Ouest Montréal QC H3B 4X8	*Canada Corporations Act*, Part II, 1989	Price Waterhouse Coopers	2/13
Calgary Airport Authority	Calgary International Airport 2000 Airport Rd. NE Calgary AB T2E 6W5	*Regional Airports Authority Act* (Alberta), 1990	Price Waterhouse Coopers LLP	2/17
Charlottetown Airport Authority Inc.	Suite 132 250 Maple Hills Ave. Charlottetown PE C1C 1N2	*Canada Corporations Act*, Part II, 1996	Grant Thornton	3/12
Edmonton Regional Airports Authority	PO Box 9860 Edmonton AB T5J 2T2	*Regional Airports Authority Act* (Alberta), 1990	KPMG	2/15
Gander International Airport Authority Inc.	PO Box 392 Gander NL A1V 1W8	*Canada Corporations Act*, Part II, 1996	To be appointed	3/16
Greater Fredericton Airports Authority Inc.	Unit 22 2570 Highway 102 Lincoln NB E3B 9G1	*Canada Corporations Act*, Part II, 1996	To be appointed	3/16
Greater London International Airport Authority	1750 Grumlin Road London ON N5V 3B6	*Canada Corporations Act*, Part II, 1995	Ernst & Young	2/15
Greater Moncton Airport Authority Inc.	Unit 12 1575 Champlain St. Dieppe NB E1A 7P5	*Canada Corporations Act*, Part II, 1995	Grant Thornton	2/15
Greater Toronto Airports Authority	3111Convair Drive PO Box 6031 Toronto AMF ON L5P 1B2	*Canada Corporations Act*, Part II, 1993	Deloitte & Touche	2/15

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
CANADIAN AIRPORT AUTHORITIES (*continued*)				
Halifax International Airport Authority	PO Box 40 Elmsdale NS B0N 1M0	*Canada Corporations Act*, Part II, 1995	To be appointed	2/15
Ottawa Macdonald-Cartier International Airport Authority	50 Airport Rd. Gloucester ON K1V 9B4	*Canada Corporations Act*, Part II, 1995	Deloitte & Touche	2/15
Regina Airport Authority	1-5201 Regina Ave. Regina SK S4W 1B3	*Canada Corporations Act*, Part II, 1997	Ernst & Young	2/15
Saint John Airport Inc.	4180 Loch Lomond Road Saint John NB E2N 1L7	Incorporated provincially, 1997	Price Waterhouse Coopers	3/12
Saskatoon Airport Authority	Suite 1 2625 Airport Drive Saskatoon SK S7L 7L1	*Canada Corporations Act*, Part II, 1995	Deloitte & Touche	2/15
St. John's International Airport Authority	Unit 301 38 Pearson St. St. John's NL A1A 3R1	*Canada Corporations Act*, Part II, 1996	KPMG	2/15
Thunder Bay International Airports Authority Inc.	340-100 Princess St. Thunder Bay ON P7E 6S2	*Canada Corporations Act*, Part II, 1995	Ernst & Young	2/9
Vancouver International Airport Authority	PO Box 23750 Airport Postal Outlet Richmond BC V7B 1Y7	*Canada Corporations Act*, Part II, 1990	KPMG	2/15
Victoria Airport Authority	1640 Electra Blvd. PO Box 201 Sidney BC V8L 5V4	*Canada Corporations Act*, Part II, 1995	KPMG	2/15

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
CANADIAN AIRPORT AUTHORITIES (*continued*)				
Winnipeg Airports Authority Inc.	Admin. Bldg. Suite 249 2000 Wellington Ave. Winnipeg MB R3H 1C2	*Canada Corporations Act*, Part II, 1993	KPMG	2/15
Minister of Veterans Affairs				
Last Post Fund				
To ensure the provision of a dignified funeral and burial to eligible war veterans.	Suite 401 505 René Lévesque Blvd. Montréal QC H2Z 1Y7 (514) 866-2727	Federal Charter, 1921	Consulting and Audit Canada	1/12
Prime Minister				
Nature Trust of British Columbia, The				
To purchase and preserve ecologically important parcels of land in B.C.	260-1000 Roosevelt Crescent North Vancouver BC V7P 1M3 (604) 924-9771	*Canada Corporations Act*, 1971	KPMG	1/11
Vanier Institute of the Family, The				
To promote the spiritual and material well-being of Canadian families and to study their social, physical, mental, moral and financial environment and characteristics.	94 Centrepointe Drive Nepean ON K2G 6B1 (613) 228-8500	*Canada Business Corporations Act*, 1965	McCay Duff & Company	2/18

BANKRUPTCY AND INSOLVENCY ACT

The Superintendent of Bankruptcy has received shares in the following corporations from the trustee pursuant to the *Bankruptcy and Insolvency Act*:

1. 574994 British Columbia Ltd.
2. Amertek Inc.
3. Autoskill International Inc.
4. Bugaboos Eyewear Corporation
5. Cade Struktur Corporation
6. Canadian Manoir
7. Canplats Resources Corporation
8. Carvern International
9. Consolidated Stone Industries Inc.
10. Cosem Neurostim Ltée
11. Data Trax Systems Ltd.
12. Ebdental Inc.
13. Goldenhill Cattle Company Ltd.
14. Groupe Immobilier Grilli Inc.
15. InterUnion Financial Corporation
16. Kenloch Distillers Ltd.
17. Les Développements Phénix 1995
18. Les laboratoires Quelab Inc.
19. Madison Partners Limited
20. Omnitech Migration International Inc.
21. Plain Tree Systems Inc.
22. Planet Media Inc.
23. Sitraco Inc.
24. The Vivant Group Inc.
25. Unibex Inc.

List of Crown Corporations and Other Corporate Interests of Canada

LIST OF CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA[1] BY MINISTERIAL PORTFOLIO

Name of Corporation	Category
Agriculture and Agri-Food	
Agri-adapt Council Inc.	Shared-governance Corporation
Agricultural Adaptation Council	Shared-governance Corporation
Agriculture and Food Council of Alberta	Shared-governance Corporation
Agriculture Institute of Management in Saskatchewan, Inc. (AIMS)	Shared-governance Corporation
Agri-Food Innovation Fund	Shared-governance Corporation
Agri-Futures Nova Scotia	Shared-governance Corporation
Beef Industry Development Fund	Shared-governance Corporation
British Columbia Investment Agriculture Foundation (BCIAF)	Shared-governance Corporation
Canada-Alberta Beef Industry Development Fund	Shared-governance Corporation
Canada-Alberta Hog Industry Development Fund	Shared-governance Corporation
Canada-Alberta Sugar Beet Industry Development Fund	Shared-governance Corporation
Canada-Manitoba Agri-Food Research and Development Initiative	Shared-governance Corporation
Canada-Newfoundland Agri-Food Innovation Fund	Shared-governance Corporation
Canadian Dairy Commission	Parent Crown Corporation
Canadian Farm Business Management Council (CFBMC)	Shared-governance Corporation
Canadian International Grains Institute	Shared-governance Corporation
Canadian Livestock Records Corporation	Shared-governance Corporation
Centre de développement du porc du Québec Inc.	Shared-governance Corporation
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)	Shared-governance Corporation
Conseil pour le développement de l'agriculture du Québec (CDAQ)	Shared-governance Corporation
Farm Credit Canada	Parent Crown Corporation
Fonds québécois d'adaptation des entreprises agroalimentaires, inc.	Shared-governance Corporation
Manitoba Crop Diversification Centre (MCDC)	Shared-governance Corporation
Manitoba Rural Adaptation Council Inc.	Shared-governance Corporation
New Brunswick Agricultural Council	Shared-governance Corporation

[1] Excluding corporations under the terms of the *Bankruptcy and Insolvency Act*.

Name of Corporation	Category
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)	Shared-governance Corporation
Nova Scotia Apple Industry Development Fund	Shared-governance Corporation
Nova Scotia Research and Development for Grain and Forage	Shared-governance Corporation
Nova Scotia Technology Development 2000	Shared-governance Corporation
Ontario Agriculture Training Institute (OATI)	Shared-governance Corporation
Ontario Safety Net Research and Development Fund	Shared-governance Corporation
POS Pilot Plant Corporation	Shared-governance Corporation
Prince Edward Island Adapt Council Inc. (PEIAC)	Shared-governance Corporation
Saskatchewan Council for Community Development	Shared-governance Corporation
Territorial Farmers Association NWT	Shared-governance Corporation
Western Grains Research Foundation	Shared-governance Corporation
Yukon Agricultural Association	Shared-governance Corporation
Canadian Heritage	
2003 Bathurst-Campbellton Canada Winter Games Host Society Inc.	Shared-governance Corporation
2005 Regina Canada Summer Games Host Society	Shared-governance Corporation
ARTV	Associate of the Canadian Broadcasting Corporation
Association for the Export of Canadian Books	Shared-governance Corporation
Cable North Microwave Limited	Associate of the Canadian Broadcasting Corporation
Calgary Olympic Development Association	Shared-governance Corporation
Canada Commonwealth Legacy Fund	Shared-governance Corporation
Canada Council for the Arts	Parent Crown Corporation
Canada Games Council	Shared-governance Corporation
Canadian Broadcasting Corporation	Parent Crown Corporation
Canadian Film Development Corporation	Parent Crown Corporation
Canadian Museum of Civilization	Parent Crown Corporation
Canadian Museum of Nature	Parent Crown Corporation
Canadian Race Relations Foundation	Parent Crown Corporation
Canadian Sport Centre – Atlantic	Shared-governance Corporation
Canadian Television Fund, The	Shared-governance Corporation
Coaching Association of Canada	Shared-governance Corporation
Country Canada	Associate of the Canadian Broadcasting Corporation
Hamilton 2003 World Road Cycling Championships	Shared-governance Corporation
Le Consortium de télévision Québec Canada Inc. (TV5)	Shared-governance Corporation

Name of Corporation	Category
Look Communications Inc.	Associate of the Canadian Broadcasting Corporation
Master FM Limited	Associate of the Canadian Broadcasting Corporation
National Arts Centre Corporation	Parent Crown Corporation
National Capital Commission	Parent Crown Corporation
National Gallery of Canada	Parent Crown Corporation
National Museum of Science and Technology	Parent Crown Corporation
National Multi-Sport Centre – Calgary	Shared-governance Corporation
National Multi-Sport Centre – Montreal	Shared-governance Corporation
National Multi-Sport Centre – Toronto	Shared-governance Corporation
National Sport Centre – Greater Victoria	Shared-governance Corporation
National Sport Centre – Manitoba	Shared-governance Corporation
National Sport Centre – Saskatchewan	Shared-governance Corporation
PacificSport Canadian Sport Centre – Vancouver	Shared-governance Corporation
The Canadian Documentary Channel	Associate of the Canadian Broadcasting Corporation
The 3rd IAAF World Youth Athletics Championship – Sherbrooke 2003	Shared-governance Corporation
Visnews Limited	Associate of the Canadian Broadcasting Corporation
World Anti-Doping Agency	International Organization
Environment	
Canadian Foundation for Climate and Atmospheric Sciences	Shared-governance Corporation
International Lake Memphremagog Levels Board	International Organization
International Lake of the Woods Control Board	International Organization
International Niagara Committee	International Organization
International Porcupine Caribou Management Board	International Organization
North American Commission for Environmental Cooperation – Joint Public Advisory Committee	International Organization
Wildlife Habitat Canada	Shared-governance Corporation
Finance	
Bank of Canada	Parent Crown Corporation
Canada Deposit Insurance Corporation	Parent Crown Corporation
Canada Development Investment Corporation	Parent Crown Corporation
Canada Eldor Inc.	Subsidiary of Canada Development Investment Corporation

Name of Corporation	Category
Canada Hibernia Holding Corporation	Subsidiary of Canada Development Investment Corporation
Canada Pension Plan Investment Board	Parent Crown Corporation
European Bank for Reconstruction and Development	International Organization
Hibernia Management and Development Company Ltd.	Associate of Canada Hibernia Holding Corporation
International Bank for Reconstruction and Development	International Organization
International Development Association	International Organization
International Finance Corporation	International Organization
International Monetary Fund	International Organization
Multilateral Investment Guarantee Agency	International Organization
Petro-Canada	Mixed Enterprise
Fisheries and Oceans	
Freshwater Fish Marketing Corporation	Parent Crown Corporation
International Fisheries Commissions Pension Society	Shared-governance Corporation
Foreign Affairs	
African Development Bank	International Organization
Asia-Pacific Foundation of Canada	Shared-governance Corporation
Asian Development Bank	International Organization
Caribbean Development Bank	International Organization
Inter-American Development Bank	International Organization
International Boundary Commission	International Organization
International Centre for Human Rights and Democratic Development	Shared-governance Corporation
International Development Research Centre	Parent Crown Corporation
Roosevelt Campobello International Park Commission	Shared-governance Corporation
Health	
Canadian Centre on Substance Abuse	Shared-governance Corporation
Canadian Coordinating Office for Health Technology Assessment	Shared-governance Corporation
Canadian Health Infoway Inc.	Shared-governance Corporation
Canadian Health Services Research Foundation	Shared-governance Corporation
Canadian Institute for Health Information	Shared-governance Corporation
PARTICIPaction	Shared-governance Corporation
Terry Fox Humanitarian Award Inc.	Shared-governance Corporation
Human Resources Development / Finance	
Canada Millennium Scholarship Foundation	Shared-governance Corporation

Name of Corporation	Category
Indian Affairs and Northern Development	
Northern Native Fishing Corporation	Shared-governance Corporation
Industry	
Bell Bay Golf Developments Incorporated	Associate of Enterprise Cape Breton Corporation
Business Development Bank of Canada	Parent Crown Corporation
Canada Foundation for Innovation	Shared-governance Corporation
Canadian Tourism Commission	Parent Crown Corporation
Cape Breton Growth Fund Corporation	Subsidiary of Enterprise Cape Breton Corporation; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act*
Cape Breton Marine Farming Limited	Subsidiary of Enterprise Cape Breton Corporation
Carol Rizzetto Realty Limited Partnership	Associate of Enterprise Cape Breton Corporation
Cominco Ltd.	Associate of Business Development Bank of Canada
DARR (Cape Breton) Limited	Subsidiary of Enterprise Cape Breton Corporation
Enterprise Cape Breton Corporation	Parent Crown Corporation
General Mining Building Limited	Associate of Enterprise Cape Breton Corporation
Genome Canada	Shared-governance Corporation
Gulf Bras D'Or Estates Limited	Subsidiary of Enterprise Cape Breton Corporation
Jackmen Development Limited	Associate of Enterprise Cape Breton Corporation
Lynnwood Inn Limited	Associate of Enterprise Cape Breton Corporation
Silver Screen Star Limited	Associate of Enterprise Cape Breton Corporation
Standards Council of Canada	Parent Crown Corporation
Industry (Canada Economic Development)	
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)	Shared-governance Corporation
Corporation Camp Spatial Canada	Shared-governance Corporation
Fondation du maire de Montréal pour la Jeunesse	Shared-governance Corporation
Fonds commun des SADC du Québec	Shared-governance Corporation

Name of Corporation	Category
Fonds de développement-emploi Montréal	Shared-governance Corporation
Fonds d'investissement et de développement de l'emploi dans les quartiers centraux de Québec (FIDE) Inc.	Shared-governance Corporation
Montréal International	Shared-governance Corporation
Quartier International de Montréal	Shared-governance Corporation
Société de développement à l'exportation de La Rive-Sud de Montréal	Shared-governance Corporation
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.	Shared-governance Corporation
Société du parc industriel et portuaire Québec-Sud	Joint Enterprise
Industry (Western Economic Diversification)	
North Portage Development Corporation & The Forks Renewal Corporation	Joint Enterprise
International Trade	
Canadian Commercial Corporation	Parent Crown Corporation
Exinvest Inc.	Subsidiary of Export Development Corporation
Export Development Canada	Parent Crown Corporation
Natural Resources	
AECL Technologies B.V.	Subsidiary of Atomic Energy of Canada Limited
AECL Technologies Inc.	Subsidiary of Atomic Energy of Canada Limited
Atomic Energy of Canada Limited	Parent Crown Corporation
Canada Foundation for Sustainable Development Technology	Shared-governance Corporation
Canada-Newfoundland Offshore Petroleum Board	Shared-governance Corporation
Canada-Nova Scotia Offshore Petroleum Board	Shared-governance Corporation
Canada's Climate Change Voluntary Challenge and Registry	Shared-governance Corporation
Canadian Energy Research Institute	Shared-governance Corporation
Cape Breton Carbofuels Limited	Subsidiary of Cape Breton Development Corporation
Cape Breton Development Corporation	Parent Crown Corporation
Forest Engineering Research Institute of Canada	Shared-governance Corporation
Forintek Canada Corporation	Shared-governance Corporation
Lower Churchill Development Corporation Limited	Joint Enterprise
Maritime Forestry Complex Corporation	Shared-governance Corporation
Pulp and Paper Research Institute of Canada	Shared-governance Corporation
Tree Canada Foundation	Shared-governance Corporation

Name of Corporation	Category
Prime Minister	
Nature Trust of British Columbia, The	Shared-governance Corporation
Vanier Institute of the Family, The	Shared-governance Corporation
Public Works and Government Services	
Canadian Wheat Board, The	Shared-governance Corporation
Defence Construction (1951) Limited	Parent Crown Corporation
Transport	
2875039 Canada Limited	Subsidiary of Canada Post Corporation
2875047 Canada Limited	Subsidiary of Canada Post Corporation
3148131 Canada Limited	Subsidiary of Canada Lands Company Limited
3558533 Canada Inc.	Subsidiary of Purolator Courier Ltd.
3906949 Canada Inc.	Subsidiary of Canada Post Corporation
964102 Ontario Inc.	Subsidiary of Purolator Holdings Ltd.
Aéroport de Montréal	Shared-governance Corporation
Aéroport de Québec Inc.	Shared-governance Corporation
Assured Logistics Inc.	Subsidiary of Progistix-Solutions Inc.
Atlantic Pilotage Authority	Parent Crown Corporation
Belledune Port Authority	Shared-governance Corporation
Blue Water Bridge Authority	Parent Crown Corporation
Buffalo and Fort Erie Public Bridge Authority	Shared-governance Corporation
Calgary Airport Authority	Shared-governance Corporation
Canada Lands Company CLC Limited	Subsidiary of Canada Lands Company Limited
Canada Lands Company Limited	Parent Crown Corporation
Canada Mortgage and Housing Corporation	Parent Crown Corporation
Canada Post Corporation	Parent Crown Corporation
Canada Post International Limited	Subsidiary of Canada Post Corporation
Canadian Air Transport Security Authority	Parent Crown Corporation
Canadian Teleservices Corporation	Subsidiary of Purolator Courier Ltd.
Charlottetown Airport Authority Inc.	Shared-governance Corporation

Name of Corporation	Category
Co-operative Vereniging International Post Corporation U.A.	Associate of Canada Post Corporation
Distribution Management Services Inc.	Subsidiary of Purolator Courier Ltd.
Edmonton Regional Airports Authority	Shared-governance Corporation
EPO Holding Inc.	Subsidiary of Canada Post Corporation
EPO Inc.	Subsidiary of EPO Holding Inc.
Federal Bridge Corporation Limited, The	Parent Crown Corporation
Fraser River Port Authority	Shared-governance Corporation
Gander International Airport Authority Inc.	Shared-governance Corporation
Great Lakes Pilotage Authority	Parent Crown Corporation
Greater Fredericton Airports Authority Inc.	Shared-governance Corporation
Greater London International Airport Authority	Shared-governance Corporation
Greater Moncton Airport Authority Inc.	Shared-governance Corporation
Greater Toronto Airports Authority	Shared-governance Corporation
Halifax International Airport Authority	Shared-governance Corporation
Halifax Port Authority	Shared-governance Corporation
Hamilton Port Authority	Shared-governance Corporation
Innovapost Inc.	Subsidiary of Canada Post Corporation
Intelcom Courier Canada Inc.	Subsidiary of 3906949 Canada Inc.
IPC Technology S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.
IPC Unipost S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.
Jacques Cartier and Champlain Bridges Incorporated, The	Subsidiary of the Federal Bridge Corporation Limited
Laurentian Pilotage Authority	Parent Crown Corporation
Marine Atlantic Inc.	Parent Crown Corporation
Montreal Port Authority	Shared-governance Corporation
Nanaimo Port Authority	Shared-governance Corporation
NAV CANADA	Shared-governance Corporation
North Fraser Port Authority	Shared-governance Corporation

Name of Corporation	Category
Old Port of Montreal Corporation Inc.	Subsidiary of Canada Lands Company Limited; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act*.
Oshawa Harbour Commission	Shared-governance Corporation
Ottawa Macdonald-Cartier International Airport Authority	Shared-governance Corporation
Pacific Pilotage Authority	Parent Crown Corporation
Parc Downsview Park Inc.	Subsidiary of Canada Lands Company Limited
Port Alberni Port Authority	Shared-governance Corporation
Prince Rupert Port Authority	Shared-governance Corporation
Progistix–Solutions Inc.	Subsidiary of 3906949 Canada Inc.
Purolator Courier Ltd.	Subsidiary of Purolator Holdings Ltd.
Purolator Courier U.S. Ltd.	Subsidiary of Purolator Holdings U.S. Ltd.
Purolator Customs Services Ltd.	Subsidiary of Purolator Courier Ltd.
Purolator Holdings Ltd.	Associate of Canada Post Corporation; subsidiary of 2875039 Canada Limited
Purolator Holdings U.S. Ltd.	Subsidiary of Purolator Courier Ltd.
Quebec Port Authority	Shared-governance Corporation
Queens Quay West Land Corporation	Parent Crown Corporation
RCMH-MRCF Inc.	Subsidiary of Royal Canadian Mint
Regina Airport Authority	Shared-governance Corporation
Ridley Terminals Inc.	Parent Crown Corporation
Royal Canadian Mint	Parent Crown Corporation
Saguenay Port Authority	Shared-governance Corporation
Saint John Airport Inc.	Shared-governance Corporation
Saint John Harbour Bridge Authority	Shared-governance Corporation
Saint John Port Authority	Shared-governance Corporation
Saskatoon Airport Authority	Shared-governance Corporation
Seaway International Bridge Corporation, Ltd., The	Subsidiary of the Federal Bridge Corporation Limited
Sept-Îles Port Authority	Shared-governance Corporation

Name of Corporation	Category
St. John's International Airport Authority	Shared-governance Corporation
St. John's Port Authority	Shared-governance Corporation
St. Lawrence Seaway Management Corporation	Shared-governance Corporation
St. Mary's River Bridge Company	Subsidiary of the Federal Bridge Corporation Limited
Supercourier (1987) Ltd.	Subsidiary of Purolator Courier Ltd.
TGM Specialty Services Inc.	Subsidiary of RCMH-MRCF Inc.
Thunder Bay International Airports Authority Inc.	Shared-governance Corporation
Thunder Bay Port Authority	Shared-governance Corporation
Toronto Port Authority	Shared-governance Corporation
Trois-Rivières Port Authority	Shared-governance Corporation
Vancouver International Airport Authority	Shared-governance Corporation
Vancouver Port Authority	Shared-governance Corporation
VIA Rail Canada Inc.	Parent Crown Corporation
Victoria Airport Authority	Shared-governance Corporation
Windsor Port Authority	Shared-governance Corporation
Winnipeg Airports Authority Inc.	Shared-governance Corporation
Treasury Board (President of the)	
Public Sector Pension Investment Board	Parent Crown Corporation
Veterans Affairs	
Commonwealth War Graves Commission	International Organization
Last Post Fund	Shared-governance Corporation

ALPHABETICAL LIST OF CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA[1]

Name of Corporation	Category	Ministerial Portfolio
2003 Bathurst-Campbellton Canada Winter Games Host Society Inc.	Shared-governance Corporation	Canadian Heritage
2005 Regina Canada Summer Games Host Society	Shared-governance Corporation	Canadian Heritage
2875039 Canada Limited	Subsidiary of Canada Post Corporation	Transport
2875047 Canada Limited	Subsidiary of Canada Post Corporation	Transport
3148131 Canada Limited	Subsidiary of Canada Lands Company Limited	Transport
3558533 Canada Inc.	Subsidiary of Purolator Courier Ltd.	Transport
3906949 Canada Inc.	Subsidiary of Canada Post Corporation	Transport
964102 Ontario Inc.	Subsidiary of Purolator Holdings Ltd.	Transport
AECL Technologies B.V.	Subsidiary of Atomic Energy of Canada Limited	Natural Resources
AECL Technologies Inc.	Subsidiary of Atomic Energy of Canada Limited	Natural Resources
Aéroport de Montréal	Shared-governance Corporation	Transport
Aéroport de Québec Inc.	Shared-governance Corporation	Transport
African Development Bank	International Organization	Foreign Affairs
Agri-adapt Council Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Agricultural Adaptation Council	Shared-governance Corporation	Agriculture and Agri-Food
Agriculture and Food Council of Alberta	Shared-governance Corporation	Agriculture and Agri-Food
Agriculture Institute of Management in Saskatchewan, Inc. (AIMS)	Shared-governance Corporation	Agriculture and Agri-Food
Agri-Food Innovation Fund	Shared-governance Corporation	Agriculture and Agri-Food
Agri-Futures Nova Scotia	Shared-governance Corporation	Agriculture and Agri-Food
ARTV	Associate of the Canadian Broadcasting Corporation	Canadian Heritage

[1] Excluding corporations under the terms of the *Bankruptcy and Insolvency Act*.

Name of Corporation	Category	Ministerial Portfolio
Asia-Pacific Foundation of Canada	Shared-governance Corporation	Foreign Affairs
Asian Development Bank	International Organization	Foreign Affairs
Association for the Export of Canadian Books	Shared-governance Corporation	Canadian Heritage
Assured Logistics Inc.	Subsidiary of Progistix-Solutions Inc.	Transport
Atlantic Pilotage Authority	Parent Crown Corporation	Transport
Atomic Energy of Canada Limited	Parent Crown Corporation	Natural Resources
Bank of Canada	Parent Crown Corporation	Finance
Beef Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Bell Bay Golf Developments Incorporated	Associate of Enterprise Cape Breton Corporation	Industry
Belledune Port Authority	Shared-governance Corporation	Transport
Blue Water Bridge Authority	Parent Crown Corporation	Transport
British Columbia Investment Agriculture Foundation (BCIAF)	Shared-governance Corporation	Agriculture and Agri-Food
Buffalo and Fort Erie Public Bridge Authority	Shared-governance Corporation	Transport
Business Development Bank of Canada	Parent Crown Corporation	Industry
Cable North Microwave Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Calgary Airport Authority	Shared-governance Corporation	Transport
Calgary Olympic Development Association	Shared-governance Corporation	Canadian Heritage
Canada Commonwealth Legacy Fund	Shared-governance Corporation	Canadian Heritage
Canada Council for the Arts	Parent Crown Corporation	Canadian Heritage
Canada Deposit Insurance Corporation	Parent Crown Corporation	Finance
Canada Development Investment Corporation	Parent Crown Corporation	Finance
Canada Eldor Inc.	Subsidiary of Canada Development Investment Corporation	Finance
Canada Foundation for Innovation	Shared-governance Corporation	Industry
Canada Foundation for Sustainable Development Technology	Shared-governance Corporation	Natural Resources
Canada Games Council	Shared-governance Corporation	Canadian Heritage
Canada Hibernia Holding Corporation	Subsidiary of Canada Development Investment Corporation	Finance
Canada Lands Company CLC Limited	Subsidiary of Canada Lands Company Limited	Transport
Canada Lands Company Limited	Parent Crown Corporation	Transport

Name of Corporation	Category	Ministerial Portfolio
Canada Millennium Scholarship Foundation	Shared-governance Corporation	Human Resources Development / Finance
Canada Mortgage and Housing Corporation	Parent Crown Corporation	Transport
Canada Pension Plan Investment Board	Parent Crown Corporation	Finance
Canada Post Corporation	Parent Crown Corporation	Transport
Canada Post International Limited	Subsidiary of Canada Post Corporation	Transport
Canada-Alberta Beef Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Alberta Hog Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Alberta Sugar Beet Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Manitoba Agri-Food Research and Development Initiative	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Newfoundland Agri-Food Innovation Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Newfoundland Offshore Petroleum Board	Shared-governance Corporation	Natural Resources
Canada-Nova Scotia Offshore Petroleum Board	Shared-governance Corporation	Natural Resources
Canada's Climate Change Voluntary Challenge and Registry	Shared-governance Corporation	Natural Resources
Canadian Air Transport Security Authority	Parent Crown Corporation	Transport
Canadian Broadcasting Corporation	Parent Crown Corporation	Canadian Heritage
Canadian Centre on Substance Abuse	Shared-governance Corporation	Health
Canadian Commercial Corporation	Parent Crown Corporation	International Trade
Canadian Coordinating Office for Health Technology Assessment	Shared-governance Corporation	Health
Canadian Dairy Commission	Parent Crown Corporation	Agriculture and Agri-Food
Canadian Energy Research Institute	Shared-governance Corporation	Natural Resources
Canadian Farm Business Management Council (CFBMC)	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Film Development Corporation	Parent Crown Corporation	Canadian Heritage
Canadian Foundation for Climate and Atmospheric Sciences	Shared-governance Corporation	Environment
Canadian Health Infoway Inc.	Shared-governance Corporation	Health

Name of Corporation	Category	Ministerial Portfolio
Canadian Health Services Research Foundation	Shared-governance Corporation	Health
Canadian Institute for Health Information	Shared-governance Corporation	Health
Canadian International Grains Institute	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Livestock Records Corporation	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Museum of Civilization	Parent Crown Corporation	Canadian Heritage
Canadian Museum of Nature	Parent Crown Corporation	Canadian Heritage
Canadian Race Relations Foundation	Parent Crown Corporation	Canadian Heritage
Canadian Sport Centre – Atlantic	Shared-governance Corporation	Canadian Heritage
Canadian Teleservices Corporation	Subsidiary of Purolator Courier Ltd.	Transport
Canadian Television Fund, The	Shared-governance Corporation	Canadian Heritage
Canadian Tourism Commission	Parent Crown Corporation	Industry
Canadian Wheat Board, The	Shared-governance Corporation	Public Works and Government Services
Cape Breton Carbofuels Limited	Subsidiary of Cape Breton Development Corporation	Natural Resources
Cape Breton Development Corporation	Parent Crown Corporation	Natural Resources
Cape Breton Growth Fund Corporation	Subsidiary of Enterprise Cape Breton Corporation; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act*.	Industry
Cape Breton Marine Farming Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Caribbean Development Bank	International Organization	Foreign Affairs
Carol Rizzetto Realty Limited Partnership	Associate of Enterprise Cape Breton Corporation	Industry
Centre de développement du porc du Québec Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)	Shared-governance Corporation	Industry (Canada Economic Development)
Charlottetown Airport Authority Inc.	Shared-governance Corporation	Transport
Coaching Association of Canada	Shared-governance Corporation	Canadian Heritage
Cominco Ltd.	Associate of Business Development Bank of Canada	Industry
Commonwealth War Graves Commission	International Organization	Veterans Affairs

Name of Corporation	Category	Ministerial Portfolio
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)	Shared-governance Corporation	Agriculture and Agri-Food
Conseil pour le développement de l'agriculture du Québec (CDAQ)	Shared-governance Corporation	Agriculture and Agri-Food
Country Canada	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Co-operative Vereniging International Post Corporation U.A.	Associate of Canada Post Corporation	Transport
Corporation Camp Spatial Canada	Shared-governance Corporation	Industry (Canada Economic Development)
DARR (Cape Breton) Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Defence Construction (1951) Limited	Parent Crown Corporation	Public Works and Government Services
Distribution Management Services Inc.	Subsidiary of Purolator Courier Ltd.	Transport
Edmonton Regional Airports Authority	Shared-governance Corporation	Transport
Enterprise Cape Breton Corporation	Parent Crown Corporation	Industry
EPO Holding Inc.	Subsidiary of Canada Post Corporation	Transport
EPO Inc.	Subsidiary of EPO Holding Inc.	Transport
European Bank for Reconstruction and Development	International Organization	Finance
Exinvest Inc.	Subsidiary of Export Development Corporation	International Trade
Export Development Canada	Parent Crown Corporation	International Trade
Farm Credit Canada	Parent Crown Corporation	Agriculture and Agri-Food
Federal Bridge Corporation Limited, The	Parent Crown Corporation	Transport
Fondation du maire de Montréal pour la Jeunesse	Shared-governance Corporation	Industry (Canada Economic Development)
Fonds commun des SADC du Québec	Shared-governance Corporation	Industry (Canada Economic Development)
Fonds de développement-emploi Montréal	Shared-governance Corporation	Industry (Canada Economic Development)

Name of Corporation	Category	Ministerial Portfolio
Fonds d'investissement et de développement de l'emploi dans les quartiers centraux de Québec (FIDE) Inc.	Shared-governance Corporation	Industry (Canada Economic Development)
Fonds québécois d'adaptation des entreprises agroalimentaires, inc.	Shared-governance Corporation	Agriculture and Agri-Food
Forest Engineering Research Institute of Canada	Shared-governance Corporation	Natural Resources
Forintek Canada Corporation	Shared-governance Corporation	Natural Resources
Fraser River Port Authority	Shared-governance Corporation	Transport
Freshwater Fish Marketing Corporation	Parent Crown Corporation	Fisheries and Oceans
Gander International Airport Authority Inc.	Shared-governance Corporation	Transport
General Mining Building Limited	Associate of Enterprise Cape Breton Corporation	Industry
Genome Canada	Shared-governance Corporation	Industry
Great Lakes Pilotage Authority	Parent Crown Corporation	Transport
Greater Fredericton Airports Authority Inc.	Shared-governance Corporation	Transport
Greater London International Airport Authority	Shared-governance Corporation	Transport
Greater Moncton Airport Authority Inc.	Shared-governance Corporation	Transport
Greater Toronto Airports Authority	Shared-governance Corporation	Transport
Gulf Bras D'Or Estates Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Halifax International Airport Authority	Shared-governance Corporation	Transport
Halifax Port Authority	Shared-governance Corporation	Transport
Hamilton 2003 World Road Cycling Championships	Shared-governance Corporation	Canadian Heritage
Hamilton Port Authority	Shared-governance Corporation	Transport
Hibernia Management and Development Company Ltd.	Associate of Canada Hibernia Holding Corporation	Finance
Innovapost Inc.	Subsidiary of Canada Post Corporation	Transport
Intelcom Courier Canada Inc.	Subsidiary of 3906949 Canada Inc.	Transport
Inter-American Development Bank	International Organization	Foreign Affairs
International Bank for Reconstruction and Development	International Organization	Finance
International Boundary Commission	International Organization	Foreign Affairs
International Centre for Human Rights and Democratic Development	Shared-governance Corporation	Foreign Affairs

Name of Corporation	Category	Ministerial Portfolio
International Development Association	International Organization	Finance
International Development Research Centre	Parent Crown Corporation	Foreign Affairs
International Finance Corporation	International Organization	Finance
International Fisheries Commissions Pension Society	Shared-governance Corporation	Fisheries and Oceans
International Lake Memphremagog Levels Board	International Organization	Environment
International Lake of the Woods Control Board	International Organization	Environment
International Monetary Fund	International Organization	Finance
International Niagara Committee	International Organization	Environment
International Porcupine Caribou Management Board	International Organization	Environment
IPC Technology S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.	Transport
IPC Unipost S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.	Transport
Jackmen Development Limited	Associate of Enterprise Cape Breton Corporation	Industry
Jacques Cartier and Champlain Bridges Incorporated, The	Subsidiary of The Federal Bridge Corporation Limited	Transport
Last Post Fund	Shared-governance Corporation	Veterans Affairs
Laurentian Pilotage Authority	Parent Crown Corporation	Transport
Le Consortium de télévision Québec Canada Inc. (TV5)	Shared-governance Corporation	Canadian Heritage
Look Communications Inc.	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Lower Churchill Development Corporation Limited	Joint Enterprise	Natural Resources
Lynnwood Inn Limited	Associate of Enterprise Cape Breton Corporation	Industry
Manitoba Crop Diversification Centre (MCDC)	Shared-governance Corporation	Agriculture and Agri-Food
Manitoba Rural Adaptation Council Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Marine Atlantic Inc.	Parent Crown Corporation	Transport
Maritime Forestry Complex Corporation	Shared-governance Corporation	Natural Resources

Name of Corporation	Category	Ministerial Portfolio
Master FM Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Montréal International	Shared-governance Corporation	Industry (Canada Economic Development)
Montreal Port Authority	Shared-governance Corporation	Transport
Multilateral Investment Guarantee Agency	International Organization	Finance
Nanaimo Port Authority	Shared-governance Corporation	Transport
National Arts Centre Corporation	Parent Crown Corporation	Canadian Heritage
National Capital Commission	Parent Crown Corporation	Canadian Heritage
National Gallery of Canada	Parent Crown Corporation	Canadian Heritage
National Museum of Science and Technology	Parent Crown Corporation	Canadian Heritage
National Multi-Sport Centre – Calgary	Shared-governance Corporation	Canadian Heritage
National Multi-Sport Centre – Montreal	Shared-governance Corporation	Canadian Heritage
National Multi-Sport Centre – Toronto	Shared-governance Corporation	Canadian Heritage
National Sport Centre – Greater Victoria	Shared-governance Corporation	Canadian Heritage
National Sport Centre – Manitoba	Shared-governance Corporation	Canadian Heritage
National Sport Centre – Saskatchewan	Shared-governance Corporation	Canadian Heritage
Nature Trust of British Columbia, The	Shared-governance Corporation	Prime Minister
NAV CANADA	Shared-governance Corporation	Transport
New Brunswick Agricultural Council	Shared-governance Corporation	Agriculture and Agri-Food
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)	Shared-governance Corporation	Agriculture and Agri-Food
North American Commission for Environmental Cooperation – Joint Public Advisory Committee	International Organization	Environment
North Fraser Port Authority	Shared-governance Corporation	Transport
North Portage Development Corporation & The Forks Renewal Corporation	Joint Enterprise	Industry (Western Economic Diversification)
Northern Native Fishing Corporation	Shared-governance Corporation	Indian Affairs and Northern Development
Nova Scotia Apple Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Nova Scotia Research and Development for Grain and Forage	Shared-governance Corporation	Agriculture and Agri-Food

Name of Corporation	Category	Ministerial Portfolio
Nova Scotia Technology Development 2000	Shared-governance Corporation	Agriculture and Agri-Food
Old Port of Montreal Corporation Inc.	Subsidiary of Canada Lands Company Limited; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act*.	Transport
Ontario Agriculture Training Institute (OATI)	Shared-governance Corporation	Agriculture and Agri-Food
Ontario Safety Net Research and Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Oshawa Harbour Commission	Shared-governance Corporation	Transport
Ottawa Macdonald-Cartier International Airport Authority	Shared-governance Corporation	Transport
Pacific Pilotage Authority	Parent Crown Corporation	Transport
PacificSport Canadian Sport Centre – Vancouver	Shared-governance Corporation	Canadian Heritage
Parc Downsview Park Inc.	Subsidiary of Canada Lands Company Limited	Transport
PARTICIPaction	Shared-governance Corporation	Health
Petro-Canada	Mixed Enterprise	Finance
Port Alberni Port Authority	Shared-governance Corporation	Transport
POS Pilot Plant Corporation	Shared-governance Corporation	Agriculture and Agri-Food
Prince Edward Island Adapt Council Inc. (PEIAC)	Shared-governance Corporation	Agriculture and Agri-Food
Prince Rupert Port Authority	Shared-governance Corporation	Transport
Progistix-Solutions Inc.	Subsidiary of 3906949 Canada Inc.	Transport
Public Sector Pension Investment Board	Parent Crown Corporation	Treasury Board (President of the)
Pulp and Paper Research Institute of Canada	Shared-governance Corporation	Natural Resources
Purolator Courier Ltd.	Subsidiary of Purolator Holdings Ltd.	Transport
Purolator Courier U.S. Ltd.	Subsidiary of Purolator Holdings U.S. Ltd.	Transport
Purolator Customs Services Ltd.	Subsidiary of Purolator Courier Ltd.	Transport
Purolator Holdings Ltd.	Associate of Canada Post Corporation; subsidiary of 2875039 Canada Limited	Transport
Purolator Holdings U.S. Ltd.	Subsidiary of Purolator Courier Ltd.	Transport

Name of Corporation	Category	Ministerial Portfolio
Quartier International de Montréal	Shared-governance Corporation	Industry (Canada Economic Development)
Quebec Port Authority	Shared-governance Corporation	Transport
Queens Quay West Land Corporation	Parent Crown Corporation	Transport
RCMH-MRCF Inc.	Subsidiary of Royal Canadian Mint	Transport
Regina Airport Authority	Shared-governance Corporation	Transport
Ridley Terminals Inc.	Parent Crown Corporation	Transport
Roosevelt Campobello International Park Commission	Shared-governance Corporation	Foreign Affairs
Royal Canadian Mint	Parent Crown Corporation	Transport
Saguenay Port Authority	Shared-governance Corporation	Transport
Saint John Airport Inc.	Shared-governance Corporation	Transport
Saint John Harbour Bridge Authority	Shared-governance Corporation	Transport
Saint John Port Authority	Shared-governance Corporation	Transport
Saskatchewan Council for Community Development	Shared-governance Corporation	Agriculture and Agri-Food
Saskatoon Airport Authority	Shared-governance Corporation	Transport
Seaway International Bridge Corporation, Ltd., The	Subsidiary of The Federal Bridge Corporation Limited	Transport
Sept-Îles Port Authority	Shared-governance Corporation	Transport
Silver Screen Star Limited	Associate of Enterprise Cape Breton Corporation	Industry
Société de développement à l'exportation de la Rive-Sud de Montréal	Shared-governance Corporation	Industry (Canada Economic Development)
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.	Shared-governance Corporation	Industry (Canada Economic Development)
Société du parc industriel et portuaire Québec-Sud	Joint Enterprise	Industry (Canada Economic Development)
St. John's International Airport Authority	Shared-governance Corporation	Transport
St. John's Port Authority	Shared-governance Corporation	Transport
St. Lawrence Seaway Management Corporation	Shared-governance Corporation	Transport
St-Mary's River Bridge Company	Subsidiary of the Federal Bridge Corporation Limited	Transport
Standards Council of Canada	Parent Crown Corporation	Industry
Supercourier (1987) Ltd.	Subsidiary of Purolator Courier Ltd.	Transport

Name of Corporation	Category	Ministerial Portfolio
Territorial Farmers Association NWT	Shared-governance Corporation	Agriculture and Agri-Food
Terry Fox Humanitarian Award Inc.	Shared-governance Corporation	Health
TGM Specialty Services Inc.	Subsidiary of RCHM-MRCF Inc.	Transport
The Canadian Documentary Channel	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
The 3rd IAAF World Youth Athletics Championship – Sherbrooke 2003	Shared-governance Corporation	Canadian Heritage
Thunder Bay International Airports Authority Inc.	Shared-governance Corporation	Transport
Thunder Bay Port Authority	Shared-governance Corporation	Transport
Toronto Port Authority	Shared-governance Corporation	Transport
Tree Canada Foundation	Shared-governance Corporation	Natural Resources
Trois-Rivières Port Authority	Shared-governance Corporation	Transport
Vancouver International Airport Authority	Shared-governance Corporation	Transport
Vancouver Port Authority	Shared-governance Corporation	Transport
Vanier Institute of the Family, The	Shared-governance Corporation	Prime Minister
VIA Rail Canada Inc.	Parent Crown Corporation	Transport
Victoria Airport Authority	Shared-governance Corporation	Transport
Visnews Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Western Grains Research Foundation	Shared-governance Corporation	Agriculture and Agri-Food
Wildlife Habitat Canada	Shared-governance Corporation	Environment
Windsor Port Authority	Shared-governance Corporation	Transport
Winnipeg Airports Authority Inc.	Shared-governance Corporation	Transport
World Anti-Doping Agency	International Organization	Canadian Heritage
Yukon Agricultural Association	Shared-governance Corporation	Agriculture and Agri-Food

TABLING OF REPORTS IN PARLIAMENT

The Importance of Adequate and Timely Information to Parliament

The provision of adequate and timely information to Parliament is a major objective of the control and accountability regime for Crown corporations. A well-functioning accountability framework is based on the premise that Parliament and the government will receive useful information that will allow active judgement of corporate performance.

Corporations report on their performance through the corporate plan summary and the annual report. For each Crown corporation listed in Part I and Part II of Schedule III of the *Financial Administration Act* (FAA), the appropriate minister tables a corporate plan summary, a capital budget summary and an annual report in Parliament. In addition, an operating budget summary is tabled for Crown corporations listed in Part I of Schedule III.

The corporate plan and budget summaries inform Parliament of the strategic priorities and financial position of each Crown corporation. The summaries are based on the approved corporate plan and budgets, and cover the businesses, activities and investments of a corporation and of its wholly owned subsidiaries with respect to its future operations. A corporation's annual report informs Parliament of the corporation's performance relative to the objectives, strategies and activities approved by the government and tabled in the previous corporate plan and budget summaries.

The Deadlines for Tabling in Parliament

The deadlines for tabling, before each House of Parliament, the corporate plan summary, budget summaries and annual report are:

Corporate Plan Summary: 30 sitting days after approval by the Governor in Council of the corporate plan. A summary of an amended corporate plan has the same deadline.

Capital and Operating Budget Summaries: 30 sitting days after Treasury Board approval of the budget. Where the operating and/or capital budgets are incorporated into the corporate plan, the deadlines for the budget summaries are the same as those for the corporate plan summary.

Annual Report: A corporation is to submit, to the appropriate minister, an annual report within three months of its financial year-end. The appropriate minister has 15 sitting days to table the annual report in each House of Parliament. The deadline is calculated from the date on which the appropriate minister acknowledges receipt of the report, when available, or three months following the fiscal year-end of the corporation, whichever is earlier.

These deadlines are based on actual sitting days, not projected sitting days. Since future sitting days cannot be predicted, deadlines falling after July 31, 2002 cannot be calculated.

Documents Tabled in Parliament

As required by subsection 152(1) of the FAA, the following table records the status of Crown corporations' annual reports and summaries of corporate plans and budgets during the period August 1, 2001 to July 31, 2002. The table identifies any document that meets at least one of the two following conditions:

- The document was tabled during the period in review; or
- The document has not been tabled but was due to be tabled before or during the period in review.

Where the deadline falls after July 31, 2002 but the document was tabled during the period in review, the document is considered to have been tabled on time and will not be reported in future years.

Subsection 152(2) of the FAA requires the Auditor General of Canada to include, in her annual report to Parliament, a statement attesting to the accuracy of the information contained in this table.

Further Information

Information on annual reports and corporate plan and budget summaries may be obtained by contacting the individual corporations. The Corporate Abstracts chapter of this report provides additional information on individual Crown corporations.

TABLING OF REPORTS IN PARLIAMENT BY SCHEDULED PARENT CROWN CORPORATIONS DURING THE YEAR ENDED JULY 31, 2002

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Atlantic Pilotage Authority					
2001	Annual Report	2002-04-26	2002-04-25	2002-05-30	2002-04-30
2002	Capital Budget Summary	2002-04-11	2002-04-15	2002-05-09	2002-04-16
2002	Operating Budget Summary	2002-04-11	2002-04-15	2002-05-09	2002-04-16
2002 to 2006	Corporate Plan Summary	2002-04-11	2002-04-15	2002-05-09	2002-04-16
Atomic Energy of Canada Limited					
1997-98	Capital Budget Summary	1998-03-24	no	1998-05-12	no
1997-98	Operating Budget Summary	1998-03-24	no	1998-05-12	no
2000-01	Annual Report	2001-10-05	2001-09-18	2001-10-25	2001-09-19
2001-02	Capital Budget Summary	2001-12-03	2001-11-30	2002-02-06	2001-12-04
2001-02	Operating Budget Summary	2001-12-03	2001-11-30	2002-02-06	2001-12-04
2001-02 to 2005-06[1]	Corporate Plan Summary	2001-12-03	2001-11-30	2002-02-06	2001-12-04
Business Development Bank of Canada					
2000-01	Annual Report	2001-10-05	2001-06-20	2001-10-25	2001-09-18
2001-02	Annual Report	n/av	2002-06-19	n/av	no
Canada Deposit Insurance Corporation					
2000-01	Annual Report	2001-10-05	2001-09-17	2001-10-25	2001-09-18
2002-03	Capital Budget Summary	2002-05-09	2002-05-29	n/av	2002-05-30
2002-03	Operating Budget Summary	2002-05-09	2002-05-29	n/av	2002-05-30
2002-03 to 2006-07	Corporate Plan Summary	2002-05-09	2002-05-29	n/av	2002-05-30
Canada Development Investment Corporation					
2001	Annual Report	2002-04-26	2002-05-06	2002-05-30	2002-05-09
2001	Capital Budget Summary	2001-05-18	2001-07-18	2001-09-18	2001-09-18
2001 to 2005	Corporate Plan Summary	2001-05-18	2001-07-18	2001-09-18	2001-09-18
2002	Capital Budget Summary	2002-04-11	no	2002-05-09	no
2002 to 2006	Corporate Plan Summary	2002-04-11	no	2002-05-09	no

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canada Lands Company Limited					
2000-01	Annual Report	2001-10-05	2001-07-18	2001-10-25	2001-09-18
2001-02	Capital Budget Summary	2001-11-02	2002-04-09	2001-12-06	2002-04-16
2001-02	Operating Budget Summary	2001-11-02	2002-04-09	2001-12-06	2002-04-16
2001-02 to 2005-06	Corporate Plan Summary	2001-11-02	2002-04-09	2001-12-06	2002-04-16
2001-02	Operating Budget Summary Amendment	2002-03-19	2002-04-09	2002-05-01	2002-04-16
Canada Mortgage and Housing Corporation					
2001	Annual Report	2002-04-26	2002-04-19	2002-05-30	2002-04-23
2002	Capital Budget Summary	2002-03-20	2002-03-21	2002-05-02	2002-03-25
2002	Operating Budget Summary	2002-03-20	2002-03-21	2002-05-02	2002-03-25
2002 to 2006	Corporate Plan Summary	2002-03-20	2002-03-21	2002-05-02	2002-03-25
Canada Ports Corporation					
1997	Capital Budget Summary Amendment	1997-11-07	no	1997-12-11	no
1997 to 2001	Corporate Plan Summary Amendment	1997-11-07	no	1997-12-11	no
Canada Post Corporation					
2000-01	Annual Report	2001-10-05	2001-06-20	2001-10-25	2001-09-18
2001	Annual Report	2002-04-26	2002-04-25	2002-05-30	2002-04-30
2001	Capital Budget Summary	2001-10-29	2001-06-20	2001-11-28	2001-09-18
2001 to 2005	Corporate Plan Summary	2001-10-29	2001-06-20	2001-11-28	2001-09-18
2002	Capital Budget Summary	2002-03-14	2002-04-25	2002-04-24	2002-04-30
2002 to 2006	Corporate Plan Summary	2002-03-14	2002-04-25	2002-04-24	2002-04-30
Canadian Commercial Corporation					
2000-01	Annual Report	2001-10-05	2001-09-26	2001-10-25	2001-09-27
2000-01	Capital Budget Summary	2001-03-15	2001-11-19	2001-04-26	2001-11-20
2000-01	Operating Budget Summary	2001-03-15	2001-11-19	2001-04-26	2001-11-20
2000-01 to 2004-05	Corporate Plan Summary	2001-03-15	2001-11-19	2001-04-26	2001-11-20
2001-02	Capital Budget Summary	2002-03-20	no	2002-05-02	no
2001-02	Operating Budget Summary	2002-03-20	no	2002-05-02	no
2001-02 to 2005-06	Corporate Plan Summary	2002-03-20	no	2002-05-02	no

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canadian Dairy Commission					
2000-01	Annual Report	2001-11-29	2001-11-19	2001-12-11	2001-11-20
2001-02	Capital Budget Summary	2001-11-02	2002-02-07	2001-12-06	2002-02-19
2001-02	Operating Budget Summary	2001-11-02	2002-02-07	2001-12-06	2002-02-19
2001-02 to 2005-06	Corporate Plan Summary	2001-11-02	2002-02-07	2001-12-06	2002-02-19
Canadian Museum of Civilization					
2000-01	Annual Report	2001-10-05	2001-08-22	2001-10-25	2001-09-18
2002-03	Capital Budget Summary	2002-05-24	2002-05-23	n/av	2002-05-28
2002-03	Operating Budget Summary	2002-05-24	2002-05-23	n/av	2002-05-28
2002-03 to 2006-07	Corporate Plan Summary	2002-05-24	2002-05-23	n/av	2002-05-28
Canadian Museum of Nature					
2000-01	Annual Report	2001-10-05	2001-08-22	2001-10-25	2001-09-18
2002-03	Capital Budget Summary	2002-05-24	2002-05-23	n/av	2002-05-28
2002-03	Operating Budget Summary	2002-05-24	2002-05-23	n/av	2002-05-28
2002-03 to 2006-07	Corporate Plan Summary	2002-05-24	2002-05-23	n/av	2002-05-28
Canadian Tourism Commission					
2001	Annual Report	2002-04-26	2002-04-17	2002-05-30	2002-04-18
2001	Capital Budget Summary	2001-11-02	2001-11-02	2001-12-06	2001-11-06
2001	Operating Budget Summary	2001-11-02	2001-11-02	2001-12-06	2001-11-06
2001 to 2005[2]	Corporate Plan Summary	2001-11-02	2001-11-02	2001-12-06	2001-11-06
2002	Capital Budget Summary	2002-04-18	2002-04-17	2002-05-30	2002-04-18
2002	Operating Budget Summary	2002-04-18	2002-04-17	2002-05-30	2002-04-18
2002 to 2006	Corporate Plan Summary	2002-04-18	2002-04-17	2002-05-30	2002-04-18
Cape Breton Development Corporation					
2000-01	Annual Report	2001-10-05	2001-10-03	2001-10-25	2001-10-04
2000-01	Capital Budget Summary	2001-06-01	2001-07-18	2001-09-26	2001-09-18
2000-01	Operating Budget Summary	2001-06-01	2001-07-18	2001-09-26	2001-09-18
2000-01 to 2004-05	Corporate Plan Summary	2001-06-01	2001-07-18	2001-09-26	2001-09-18
2001-02	Capital Budget Summary	2001-12-03	2001-10-30	2002-02-06	no
2001-02	Operating Budget Summary	2001-12-03	2001-10-30	2002-02-06	no
2001-02 to 2005-06	Corporate Plan Summary	2001-12-03	2001-10-30	2002-02-06	no

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Cape Breton Growth Fund Corporation					
2000-01	Annual Report	2001-10-05	2001-10-16	2001-10-25	2001-10-17
2001-02	Capital Budget Summary	2001-06-01	no	2001-09-26	no
2001-02	Operating Budget Summary	2001-06-01	no	2001-09-26	no
2001-02 to 2004-05	Corporate Plan Summary	2001-06-01	no	2001-09-26	no
2001-02	Operating Budget Summary Amendment	2001-12-03	2002-04-25	2002-02-06	2002-04-30
2001-02 to 2004-05	Corporate Plan Summary Amendment	2001-12-03	2002-04-25	2002-02-06	2002-04-30
2002-03	Capital Budget Summary	2002-05-24	no	n/av	no
2002-03	Operating Budget Summary	2002-05-24	no	n/av	no
2002-03 to 2005-06	Corporate Plan Summary	2002-05-24	no	n/av	no
Defence Construction (1951) Limited					
2000-01	Annual Report	2001-10-05	2001-09-17	2001-10-25	2001-09-18
2001-02	Capital Budget Summary	2001-09-25	2001-07-18	2001-10-24	2001-09-18
2001-02	Operating Budget Summary	2001-09-25	2001-07-18	2001-10-24	2001-09-18
2001-02 to 2005-06	Corporate Plan Summary	2001-09-25	2001-07-18	2001-10-24	2001-09-18
2002-03	Capital Budget Summary	2002-05-09	2002-05-21	n/av	2002-05-28
2002-03	Operating Budget Summary	2002-05-09	2002-05-21	n/av	2002-05-28
2002-03 to 2006-07	Corporate Plan Summary	2002-05-09	2002-05-21	n/av	2002-05-28
Enterprise Cape Breton Corporation					
2000-01	Annual Report	2001-10-05	2002-06-18	2001-10-25	no
2001-02	Capital Budget Summary	2001-06-01	no	2001-09-26	no
2001-02	Operating Budget Summary	2001-06-01	no	2001-09-26	no
2001-02 to 2005-06	Corporate Plan Summary	2001-06-01	no	2001-09-26	no
2001-02	Capital Budget Summary Amendment	2001-12-03	no	2002-02-06	no
2001-02	Operating Budget Summary Amendment	2001-12-03	no	2002-02-06	no
2001-02 to 2005-06	Corporate Plan Summary Amendment	2001-12-03	no	2002-02-06	no
2002-03	Capital Budget Summary	2002-05-24	no	n/av	no
2002-03	Operating Budget Summary	2002-05-24	no	n/av	no
2002-03 to 2006-07	Corporate Plan Summary	2002-05-24	no	n/av	no

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Export Development Canada					
2000	Annual Report	2001-04-26	2001-04-05	2001-05-09	2001-09-18
2001	Annual Report	2002-04-25	2002-04-08	2002-05-28	2002-04-16
2002	Capital Budget Summary	2002-03-20	2002-04-08	2002-05-02	2002-04-16
2002	Operating Budget Summary	2002-03-20	2002-04-08	2002-05-02	2002-04-16
2002 to 2006	Corporate Plan Summary	2002-03-20	2002-04-08	2002-05-02	2002-04-16
Farm Credit Canada					
2001-2002	Annual Report	n/av	2002-06-12	n/av	2002-06-13
2002-03	Capital Budget Summary	2002-06-03	2002-05-31	n/av	2002-06-04
2002-03	Operating Budget Summary	2002-06-03	2002-05-31	n/av	2002-06-04
2002-03 to 2006-07	Corporate Plan Summary	2002-06-03	2002-05-31	n/av	2002-06-04
Federal Bridge Corporation Limited, The					
2000-01	Annual Report	2001-10-05	2001-10-16	2001-10-25	2001-10-17
2000-01	Capital Budget Summary	2002-02-08	2002-03-21	2002-03-20	2002-03-25
2000-01	Operating Budget Summary	2002-02-08	2002-03-21	2002-03-20	2002-03-25
2000-01 to 2004-05	Corporate Plan Summary	2002-02-08	2002-03-21	2002-03-20	2002-03-25
2001-02	Capital Budget Summary	2002-02-08	2002-03-21	2002-03-20	2002-03-25
2001-02	Operating Budget Summary	2002-02-08	2002-03-21	2002-03-20	2002-03-25
2001-02 to 2005-06	Corporate Plan Summary	2002-02-08	2002-03-21	2002-03-20	2002-03-25
Freshwater Fish Marketing Corporation					
2000-01	Annual Report	2001-10-05	2001-09-19	2001-10-25	2001-09-20
2001-02	Capital Budget Summary	2001-10-22	2001-08-22	2001-11-21	2001-09-18
2001-02	Operating Budget Summary	2001-10-22	2001-08-22	2001-11-21	2001-09-18
2001-02 to 2005-06	Corporate Plan Summary	2001-10-22	2001-08-22	2001-11-21	2001-09-18
Great Lakes Pilotage Authority					
2001	Annual Report	2002-04-26	2002-05-09	2002-05-30	2002-05-28
2002	Capital Budget Summary	2002-04-11	2002-04-15	2002-05-09	2002-04-16
2002	Operating Budget Summary	2002-04-11	2002-04-15	2002-05-09	2002-04-16
2002 to 2006	Corporate Plan Summary	2002-04-11	2002-04-15	2002-05-09	2002-04-16
Laurentian Pilotage Authority					
2001	Annual Report	2002-04-26	2002-05-09	2002-05-30	2002-05-28
2001	Capital Budget Summary	2001-11-02	2001-11-02	2001-12-06	2001-11-06
2001	Operating Budget Summary	2001-11-02	2001-11-02	2001-12-06	2001-11-06
2001 to 2005	Corporate Plan Summary	2001-11-02	2001-11-02	2001-12-06	2001-11-06
2002	Capital Budget Summary	2002-04-11	2002-04-15	2002-05-09	2002-04-16
2002	Operating Budget Summary	2002-04-11	2002-04-15	2002-05-09	2002-04-16
2002 to 2006	Corporate Plan Summary	2002-04-11	2002-04-15	2002-05-09	2002-04-16

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Marine Atlantic Inc.					
2001	Annual Report	2002-04-26	2002-04-15	2002-05-30	2002-04-16
2002	Capital Budget Summary	2002-05-24	2002-06-03	n/av	2002-06-04
2002	Operating Budget Summary	2002-05-24	2002-06-03	n/av	2002-06-04
2002 to 2006	Corporate Plan Summary	2002-05-24	2002-06-03	n/av	2002-06-04
National Capital Commission					
2000-01	Annual Report	2001-10-05	2001-08-22	2001-10-25	2001-09-18
2002-03	Capital Budget Summary	2002-05-24	2002-05-23	n/av	2002-05-28
2002-03	Operating Budget Summary	2002-05-24	2002-05-23	n/av	2002-05-28
2002-03 to 2006-07	Corporate Plan Summary	2002-05-24	2002-05-23	n/av	2002-05-28
National Gallery of Canada					
2000-01	Annual Report	2001-10-05	2001-10-05	2001-10-25	2001-10-16
2002-03	Capital Budget Summary	2002-05-24	2002-05-23	n/av	2002-05-28
2002-03	Operating Budget Summary	2002-05-24	2002-05-23	n/av	2002-05-28
2002-03 to 2006-07	Corporate Plan Summary	2002-05-24	2002-05-23	n/av	2002-05-28
National Museum of Science and Technology					
2000-01	Annual Report	2001-10-05	2001-08-22	2001-10-25	2001-09-18
2002-03	Capital Budget Summary	2002-05-24	2002-05-23	n/av	2002-05-28
2002-03	Operating Budget Summary	2002-05-24	2002-05-23	n/av	2002-05-28
2002-03 to 2006–07	Corporate Plan Summary	2002-05-24	2002-05-23	n/av	2002-05-28
Old Port of Montreal Corporation Inc.					
2000-01	Annual Report	2001-10-05	2001-08-22	2001-10-25	2001-09-18
2000-01	Capital Budget Summary	2000-10-16	2000-10-20	2001-02-06	2000-10-20
2000-01	Operating Budget Summary	2000-10-16	2000-10-20	2001-02-06	2000-10-20
2000-01 to 2004-05[3]	Corporate Plan Summary	2000-10-16	2000-10-20	2001-02-06	2000-10-20
2000-01	Operating Budget Summary Amendment	2001-03-22	2001-08-22	2001-05-08	2001-09-18
2001-02	Capital Budget Summary	2001-09-17	2001-08-22	2001-10-17	2001-09-18
2001-02	Operating Budget Summary	2001-09-17	2001-08-22	2001-10-17	2001-09-18
2001-02 to 2002-03	Corporate Plan Summary	2001-09-17	2001-08-22	2001-10-17	2001-09-18
2002-03	Capital Budget Summary	2002-06-17	2002-07-17	n/av	no
2002-03	Operating Budget Summary	2002-06-17	2002-07-17	n/av	no
2002-03 to 2006-07	Corporate Plan Summary	2002-06-17	2002-07-17	n/av	no

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Pacific Pilotage Authority					
2001	Annual Report	2002-04-26	2002-05-09	2002-05-30	2002-05-28
2002	Capital Budget Summary	2002-04-11	2002-04-15	2002-05-09	2002-04-16
2002	Operating Budget Summary	2002-04-11	2002-04-15	2002-05-09	2002-04-16
2002 to 2006	Corporate Plan Summary	2002-04-11	2002-04-15	2002-05-09	2002-04-16
Petro-Canada Limited					
2000	Annual Report	2001-05-04	no	2001-05-17	no
Queens Quay West Land Corporation					
2000-01	Annual Report	2001-10-05	2001-07-18	2001-10-25	2001-09-18
2001-02	Capital Budget Summary	2001-06-08	2001-07-18	2001-10-03	2001-09-18
2001-02	Operating Budget Summary	2001-06-08	2001-07-18	2001-10-03	2001-09-18
2001-02 to 2005-06	Corporate Plan Summary	2001-06-08	2001-07-18	2001-10-03	2001-09-18
Ridley Terminals Inc.					
2000	Annual Report	2001-05-04	2001-09-26	2001-05-17	2001-09-27
2001	Annual Report	2002-04-26	2002-04-25	2002-05-30	2002-04-30
2001	Capital Budget Summary	2001-10-29	2001-09-26	2001-11-28	2001-09-27
2001	Operating Budget Summary	2001-10-29	2001-09-26	2001-11-28	2001-09-27
2001 to 2005	Corporate Plan Summary	2001-10-29	2001-09-26	2001-11-28	2001-09-27
2002	Capital Budget Summary	2002-05-24	2002-05-31	n/av	2002-06-04
2002	Operating Budget Summary	2002-05-24	2002-05-31	n/av	2002-06-04
2002 to 2006	Corporate Plan Summary	2002-05-24	2002-05-31	n/av	2002-06-04
Royal Canadian Mint					
2001	Annual Report	2002-04-26	2002-04-22	2002-05-30	2002-04-23
2002	Capital Budget Summary	2002-03-14	2002-03-15	2002-04-24	2002-03-19
2002 to 2006	Corporate Plan Summary	2002-03-14	2002-03-15	2002-04-24	2002-03-19
Standards Council of Canada					
2000-01	Annual Report	2001-10-05	2001-08-22	2001-10-25	2001-09-18
2002-03	Capital Budget Summary	2002-05-24	2002-05-27	n/av	2002-05-28
2002-03	Operating Budget Summary	2002-05-24	2002-05-27	n/av	2002-05-28
2002-03 to 2006-07	Corporate Plan Summary	2002-05-24	2002-05-27	n/av	2002-05-28

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
VIA Rail Canada Inc.					
1999	Capital Budget Summary	2000-02-14	2001-08-22	2000-03-21	2001-09-18
1999	Operating Budget Summary	2000-02-14	2001-08-22	2000-03-21	2001-09-18
1999 to 2003[4]	Corporate Plan Summary	2000-02-14	2001-08-22	2000-03-21	2001-09-18
2000	Capital Budget Summary	2001-02-13	2001-08-22	2001-03-27	2001-09-18
2000	Operating Budget Summary	2001-02-13	2001-08-22	2001-03-27	2001-09-18
2000 to 2004	Corporate Plan Summary	2001-02-13	2001-08-22	2001-03-27	2001-09-18
2001	Annual Report	2002-04-26	2002-04-25	2002-05-30	2002-04-30
2001	Capital Budget Summary	2001-06-08	2001-08-22	2001-10-03	2001-09-18
2001	Operating Budget Summary	2001-06-08	2001-08-22	2001-10-03	2001-09-18
2001 to 2005	Corporate Plan Summary	2001-06-08	2001-08-22	2001-10-03	2001-09-18
2002	Capital Budget Summary	2002-05-02	2002-05-09	2002-06-06	no
2002	Operating Budget Summary	2002-05-02	2002-05-09	2002-06-06	no
2002 to 2006	Corporate Plan Summary	2002-05-02	2002-05-09	2002-06-06	no

1 The Corporate Plan for Atomic Energy of Canada Limited was only approved for the year 2001-2002.
2 The Corporate Plan for Canadian Tourism Commission was only approved for the year 2001.
3 The Corporate Plan for Old Port of Montreal Corporation Inc. was only approved for the year 2000-2001.
4 The Corporate Plan for VIA Rail Canada Inc. was only approved for the year 1999.

CORPORATE ABSTRACTS BY MINISTERIAL PORTFOLIO

Introduction

The corporate abstract for each parent Crown corporation describes the corporation's mandate and activities. It begins by identifying the key individuals responsible for the corporation, including the appropriate minister, the chairperson of the board of directors, the chief executive officer and the external auditors. Each corporation's contact information is also provided.

This chapter identifies the legislative authority under which the corporation was incorporated and its scheduling under the *Financial Administration Act*. In addition, information is provided on whether or not the corporation is an agent of Her Majesty. A corporation that has agency status enjoys the immunities, privileges and prerogatives that are enjoyed by the Crown and can bind the Crown by its Acts.

Performance information, where presented, is based on the corporation's annual report, and the summary of the corporate plan approved at the beginning of the year under review and tabled in Parliament pursuant to section 125(4) of the *Financial Administration Act*.

Readers wishing to obtain further information about a particular corporation should refer to the corporation's annual report or contact the corporation directly.

AGRICULTURE AND AGRI-FOOD

CANADIAN DAIRY COMMISSION

Appropriate Minister

The Honourable Lyle Vanclief, P.C., M.P.
Minister of Agriculture and Agri-Food

Chairperson and Chief Executive Officer

John Core

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Web site: www.cdc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1966 by the *Canadian Dairy Commission Act* (R.S.C. 1985, c. C-15) (S.C. 1994, c. 26 and c. 38) (S.C. 1995, c. 23); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide efficient milk and cream producers the opportunity to obtain a fair return for their labour and investment while giving consumers a continuous and adequate supply of high quality dairy products.

Corporate Profile

The Canadian Dairy Commission (CDC) has the authority to purchase, store, process or sell dairy products except where a voluntary export mechanism is involved; to make payments to milk and cream producers for the purpose of stabilizing the price of industrial milk and cream; to investigate matters relating to the production, processing or marketing of any dairy product; and to help promote the use of dairy products.

CDC advises the Minister of Agriculture and Agri-Food on matters relating to dairy policy and determines domestic requirements for industrial milk and cream for purposes of establishing Market Sharing Quota. It also establishes the target price for industrial milk, sets support prices for butter and skim milk powder, and offers to purchase products at these prices.

Through its research and advisory functions, as well as its facilitative efforts on behalf of the Canadian Milk Supply Management Committee, CDC helps to build the consensus among industry players and governments that underlies the orderly marketing of dairy products in Canada.

Performance Information

The CDC's Corporate Plan Summary for 2000–01 to 2004–05 identified a number of objectives in support of its mandate.

Selected performance against stated objectives outlined in the Commission's 2000–01 Annual Report is listed in the table below:

Objectives	Achievements
Work with government and industry to ensure that Canada's dairy marketing system is in compliance with obligations under international trade agreements.	As of July 31, 2000, Class 5(e) for exports was eliminated and a system of rigorous tracking was implemented to monitor exports under Class 5(d) to ensure consistency with Canada's WTO subsidy reduction commitments.
Coordinate and facilitate efforts to refine and harmonize Canada's pooling systems administered by CDC in order to simplify the Canadian milk supply management system.	A negotiating committee comprised of representatives from Newfoundland and the Canadian Milk Supply Management System reached an agreement for Newfoundland's entry into the National Milk Marketing Plan. Newfoundland entered the national system for dairy on August 1, 2001.
Work with industry and Agriculture and Agri-Food Canada to promote the use of dairy ingredients and value-added dairy products domestically and abroad while keeping Canada's trade agreement commitments.	A *Dairy Ingredient Marketing Plan* was developed and implemented by CDC to promote the use of dairy ingredients in the further processing sector.
Develop, implement and coordinate a national audit system.	CDC is continuing to work with stakeholders and the provinces to develop procedures to strengthen accountability for milk used in the domestic market.

Costs funded by the Government of Canada (excluding subsidies to producers of industrial milk and cream) are presented in the table below:

	2000–01 Forecast	2000–01 Actual	1999–2000 Actual
Administrative expenses ($ thousand)	2,588	2,775	2,730
Costs of production and dairy policy studies ($ thousand)	500	542	410

Note: CDC's financial year is August 1 to July 31.

FARM CREDIT CANADA

Appropriate Minister

The Honourable Lyle Vanclief, P.C., M.P.
Minister of Agriculture and Agri-Food

Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

1959 by the *Farm Credit Act;* continued on April 2, 1993, under the *Farm Credit Corporation Act* (S.C. 1993, c. 14); and continued on June 14, 2001, under the *Farm Credit Canada Act* (S.C. 2001, c. 22), Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To enhance rural Canada by providing specialized and personalized business and financial services and products to farming operations, including family farms, and to those businesses in rural Canada, including small and medium-sized businesses, that are related to farming.

Corporate Profile

Farm Credit Canada (FCC) offers flexible solutions to primary producers and agribusinesses. The *Farm Credit Canada Act*, allows FCC to offer financial and business management services that meet and anticipate the emerging needs of the agricultural industry. Through FCC, producers and agribusinesses across rural Canada will have increased access to a broader range of services to help them achieve long-term success.

FCC maintains a corporate office in Regina and serves clients from 100 offices across Canada, primarily based in farming communities.

Performance Information

FCC's Corporate Plan Summary for 2001–02 to 2005–06 identified objectives and specific goals in each of the following areas: (1) human resources and organization, (2) customer loyalty and market presence, (3) process effectiveness and quality improvement, and (4) financial success.

The Corporation's 2001–02 Annual Report restated these objectives and reported on the results achieved during the year. Selected examples include the following:

- FCC approved $2.4 billion in loans to producers and agribusiness operators seeking to start, expand or upgrade their operations.
- The Corporation experienced its ninth year of consecutive growth at 11.7 per cent to $7.7 billion, compared to $6.9 billion in 2000–01.
- FCC developed the capacity to allow customers to register and view up-to-date account information through a Web site launched in April 2002. It also created *Farmland Values* online, a service that offers land value reports customized according to location.
- FCC focused on raising awareness and education. All corporate office employees participated in diversity training in 2001–02, with plans for field employees to do the same in fall 2002.

Selected summary information is presented in the table below.

	2001–02 Forecast	2001–02 Actual	2000–01 Actual
Net income ($ million)	57.8	68.8	31.6
Return on equity (%)	8.2	8.7	8.4
Efficiency ratio (%)*	49.0	48.4	55.0
Administration expenses ($ million)	102.0	101.6	94.5

* Expenses incurred to earn a dollar of revenue.

CANADIAN HERITAGE

CANADA COUNCIL FOR THE ARTS

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

Jean-Louis Roux

Director and Chief Executive Officer

Shirley L. Thomson

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Auditor

Auditor General of Canada

Incorporation and Status

1957 by the *Canada Council Act* (R.S.C. 1995, c. C-2); exempt from Divisions I to IV of Part X of the *Financial Administration Act;* not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act*.

Mandate

To foster and promote the study, enjoyment and production of works in the arts.

Corporate Profile

The Canada Council for the Arts (the Council) provides grants and services to Canadian artists and arts organizations in dance, interdisciplinary work and performance art, media arts, music, theatre, visual arts, and writing and publishing. In addition, the Council administers the Art Bank, endowment funds, the Killam Program of scholarly awards and prizes, the Governor General's Literary Awards and the Governor General's Awards in Visual and Media Arts.

The Council is also responsible for the Canadian Commission for the United Nations Educational, Scientific and Cultural Organization (UNESCO), as well as for the Public Lending Right Commission.

The Council seeks both individually and collectively the advice of artists and arts professionals regarding its activities. It also co-operates closely with federal and provincial cultural agencies and departments. Sources of funding for the Council include parliamentary appropriations, income from its endowment funds, and private donations and bequests.

Performance Information

The Canada Council is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary pursuant to the FAA is not tabled in Parliament and the performance information for this corporate abstract was extracted from the Council's 2001–02 Annual Report. The Council noted the following activities and achievements:

- Awarded more than 6,300 grants totalling $123.7 million, as well as $9.7 million in payments to writers under the Public Lending Right program and $3.8 million in endowed prizes and fellowships in the arts, science, social sciences and humanities.
- Received an increase of funding from the federal government of some $24.4 million over the previous year, which raised its total support to artists by nearly 17 per cent.
- Concluded agreements with the National Research Council and the Natural Sciences and Engineering Research Council to support work that brings together the arts and the sciences.
- Created an Artist and Community Collaboration program, which builds bridges between professional artists and cultural, social and school groups.
- Celebrated the 30th anniversary of the Canada Council Art Bank and its exhibition in Toronto.
- Contributed to activities aimed at giving Canadian artists greater access to international markets, including the participation of 212 visual artists in international events, the attendance of 10 Canadian theatre directors at the Copenhagen International Theatre Festival, and international collaborations and exchanges between Canadian Aboriginal artists and their counterparts in other countries.
- Organized *jazz i.d.*, a national competition aimed at young jazz musicians. The five winning groups were presented in a special showcase at the Canadian International Jazz Convention in Toronto.

Selected summary information is presented in the table below.

	2001–02 Actual	2000–01 Actual
Revenue ($ thousand)	1,757	26,551
Expenses ($ thousand)	160,472	140,285
Parliamentary appropriation ($ thousand)	151,776	127,431
Net income after parliamentary appropriation ($ thousand)	(6,939)	13,697

CANADIAN BROADCASTING CORPORATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

Established by the 1936 *Canadian Broadcasting Act* and continued by the 1958, 1968 and 1991 Broadcasting Acts (R.S.C. 1991, c. 11); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

As Canada's national public broadcaster, the corporation's mission is to inform, entertain and enlighten; to contribute to the development of a shared national consciousness and identity; to reflect the regional and cultural diversity of Canada; and to contribute to the development of Canadian talent and culture.

Corporate Profile

The Canadian Broadcasting Corporation (CBC) produces, procures and distributes Canadian programming in English, French and eight native languages. It also offers a selection of programs from around the world.

Its services include: two main television networks, one English and one French, that offer general and special interest programs; four main radio networks, two English and two French, that offer information and general interest programs as well as music and cultural programs; two all-news and information television networks that are entirely financed by cable subscriptions and advertising revenue; radio and television services to the North in English, French and eight aboriginal languages; a digital pay audio service offering 30 continuous music channels 24 hours per-day without talk or commercials; and English and French Internet services carrying CBC's radio and television productions, new media programming and corporate information.

On behalf of the Government of Canada, the CBC also provides an international short-wave radio service, Radio Canada International, which broadcasts programs in seven languages.

As of March 31, 2002, CBC's programs are distributed via satellite in combination with microwave and landline, feeding 103 CBC owned stations, 1,164 CBC rebroadcasters, 26 private affiliated stations and 282 affiliated or community-owned rebroadcasters and stations.

Performance Information

CBC is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not tabled in Parliament pursuant to the FAA, and the performance information for this corporate abstract was extracted from the Corporation's 2001–02 Annual Report. Section 55 of the *Broadcasting Act*, however, requires the CBC to submit to its minister a corporate plan summary that has been modified to reflect the financial resources proposed to be allocated to the corporation as set out in the tabled *Estimates* for that financial year. This corporate plan summary is tabled in Parliament.

CBC's Annual Report for 2001–02 documented its achievements during the year under review, some of which included the following:

- In Autumn 2001, Radio-Canada opened its Centre de l'information in Montreal. Resources for the gathering and production of news for French Television and RDI are now combined in the Centre's entirely digital environment.
- In January 2002, CBC launched a free service for distribution of daily news headlines and late-breaking stories in English and in French to small-and medium-sized companies for use on their own Web sites, thereby extending the Corporation's services to more Canadians.
- Maximizing the use of partnerships and strategic alliances to forward its programming goals, the Corporation launched three new specialty television services in September 2001: *ARTV, The Documentary Channel* and *Country Canada.*

Selected summary information is presented in the table below.

	2001–02 Actual	2000–01 Actual	1999–2000 Actual
Revenue from operations ($ million)	519.4	521.9	504.6
Expenses ($ million)	1,496.1	1,396.3	1,408.2
Parliamentary appropriation for operating expenditures ($ million)	840.4	794.1	764.7

CANADIAN FILM DEVELOPMENT CORPORATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

Charles Bélanger

Executive Director

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Auditor

Auditor General of Canada

Incorporation and Status

1967 by the *Canadian Film Development Corporation Act* (R.S.C. 1985, c. C-16); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To foster and promote an independent film and television production industry in Canada.

Corporate Profile

The Canadian Film Development Corporation (Telefilm Canada) administers some 15 funds and programs including the Equity Investment Program of the Canadian Television Fund, a public-private partnership; the Canada Feature Film Fund; and the Multimedia Fund. It also contributes to the development and production of feature films, made-for-TV movies, drama series, documentaries, children's programs, variety shows and multimedia products. To ensure that these products reach large audiences, Telefilm Canada participates in other industry activities such as distribution, export, versioning, marketing and promotion at Canadian and foreign festivals and markets.

On October 5, 2000, the Minister of Canadian Heritage launched the new Canadian Feature Film Policy, *From Script to Screen: New Policy Directions for Canadian Feature Film.* The Policy, which comes with an annual budget of $100 million, established the Canada Feature Film Fund (CFFF), $86 million of which is to be administered by Telefilm Canada. The CFFF began operating on April 1, 2001 and includes the Screenwriting Assistance Program; programs for Complementary Activities, the Low Budget Independent Feature Film Assistance Program, and the Development, Production and Marketing Programs.

In October 2001, Telefilm assumed responsibility for the new Music Entrepreneur Program (MEP), a key component of the Canada Music Fund. Designed for seasoned

Canadian companies, the MEP will allow Telefilm to share its extensive expertise in cultural investment with the music sector by supporting companies in promoting the work of Canadian creators and performers, and in addressing the challenges of the digital economy and market globalization.

Performance Information

Telefilm Canada is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary pursuant to the FAA is not tabled in Parliament.

Examples of the achievements outlined by Telefilm Canada in its 2001–02 Annual Report included the following:

- The Corporation worked with ethnic communities by supporting festivals and events whose programming highlights Canadian pluralism and furthers mutual understanding among all Canadians.
- Participated in international festivals and markets, and launched more than 100 coproductions – such as the *Spider* and *Les Fils de Marie* shown at the 2002 Cannes Film Festival in France.
- Total commitments during the year which amounted to $208.3 million, up 17% from the year before, were attributable to the new funding for future films and new media.
- Financed a total of 956 production and development projects. The Corporation allocated 65% of its resources to projects in English, 34% to projects in French and 1% to projects in Aboriginal languages.

Selected financial information is shown in the following table:

	2001-02 Actual	2000–01 Actual
Parliamentary appropriation for operations ($ thousand)	103,598	90,015
Contributions from the Department of Canadian Heritage ($ thousand)		
• Canadian Television Fund – Equity Investment Program	56,175	49,775
• Multimedia	6,000	4,975
• Pre-professional development	2,800	2,600
• Other*	8,448	2,850

* From the Canadian Television Fund – Licence Fee Program, for the financing of Canadian Television programming.

CANADIAN MUSEUM OF CIVILIZATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

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Victor Rabinovitch

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Web site: www.civilization.ca

Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c.3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To increase interest in, knowledge of, and appreciation for human cultural achievements and behaviour throughout Canada and internationally. This involves establishing, for research and posterity, a collection of objects of historical or cultural interest with special but not exclusive reference to Canada.

Corporate Profile

The Canadian Museum of Civilization Corporation* (CMCC) comprises the Canadian Museum of Civilization (CMC) – Canada's national museum of social and cultural human history – and its affiliate museums: the Canadian War Museum (CWM) – Canada's national museum of military history, and the entirely virtual Museum of New France.

CMCC also houses the Canadian Children's Museum, the Canadian Postal Museum and an IMAX® theatre.

Performance Information

CMC's Corporate Plan Summary for 2001–02 to 2005–06 identified three strategic issues: Canadian identity in the global environment; the safeguard and promotion of Canada's heritage; and the continuing challenges to financial and operational viability of the Corporation.

* This is the official name of the Canadian Museum of Civilization to distinguish the Corporation from the Museum itself.

The Corporation's 2001–02 Annual Report noted the following achievements for the year in the above-noted areas:

- Building of a new CWM facility on LeBreton Flats is confirmed. A commitment has been received from the federal government for $83 million. $11 million has been raised to date by *Passing the Torch*. $7 million remains committed by the CMCC from internal resources. Architects have been selected, as has the exhibition design team. The new Museum is targeted to be opened in 2005.
- Attendance of 1,307,363 at the CMC and 133,074 at the CWM; 20,686,227 Web site accesses; and 1.9 million promotional pieces in circulation.
- Onsite revenues of over $7.7 million for the CMC and $339,000 for the CWM.
- A cumulative total of $11 million was raised towards the CWM's *Passing the Torch* campaign, with achievement of the targeted $15 million in cash and pledges expected by the end of the 2002–03 fiscal year.
- The Museum staff received numerous awards for publications and research. In addition, Attractions Canada named the CMC the Best Indoor Site in Canada in May 2001. The CMC's special exhibition *Lifelines: Canada's East Coast Fisheries* received an Outstanding Achievement award from the Canadian Museums Association in 2002.
- The Corporation adopted a Repatriation Policy, which establishes a framework for the return of sacred items as well as human remains to Aboriginal communities.

Selected financial information is shown in the table below:

	2001–02 Forecast	2001–02 Actual	2000–01 Actual
Revenue ($ thousand)	10,600	11,906	13,940
Expenses ($ thousand)	60,345	60,526	58,007
Parliamentary appropriation for operating expenditures ($ thousand)	44,245	47,101	43,516
Non-government revenues (%)	18.01	19.61	21.65

CANADIAN MUSEUM OF NATURE

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

Frank Ling

President and Chief Executive Officer

Joanne DiCosimo

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Web site: www.nature.ca

Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To increase throughout Canada and internationally, interest in, knowledge of and appreciation and respect for the natural world by establishing, maintaining and developing for research and posterity a collection of natural history objects, with special but not exclusive reference to Canada, and by demonstrating the natural world, the knowledge derived from it and the understanding it represents.

Corporate Profile

The Canadian Museum of Nature (CMN) acquires and maintains collections of a wide variety of plants, animals and minerals. In addition to conducting research and publishing scientific articles, CMN educates the public through various programs. These educational products include a variety of interactive and multimedia exhibits, lectures, broadcasts and a Web site.

Performance Information

The CMN's Corporate Plan Summary for 2001–02 to 2005–06 identified the same four objectives identified in the previous fiscal year: to increase national service and impact; to better demonstrate the value of the work done by the institution; to put in place, maintain and improve an effective and efficient infrastructure of systems and facilities to support all institutional work; and to increase self-generated revenue. CMN developed strategies to achieve these objectives and identified performance measures for judging progress.

Selected performance against stated objectives outlined in the Corporation's 2001–02 Annual Report is listed in the table below:

Objective	Performance
To increase national service and impact	CMN created a total of 41,000 new collections records bringing the total of national collections records now available electronically to almost 500,000. 18,852 records were provided to researchers and government agencies under collections data release agreements.
To better demonstrate the value of the work done by CMN	The Museum completed plans for the *Green Legacy* exhibition on rare and endangered Canadian plants, in partnership with Royal Botanical Gardens. It also developed an outreach educational package with tools to foster good stewardship of plant diversity and best practices at the community level.
To put in place, maintain and improve an effective and efficient infrastructure of systems and facilities	A new science computer lab featuring high-end Geographic Information Systems, multimedia and statistical analysis capabilities was developed and opened in September 2001 and is now accessible to all CMN staff.
To increase self-generated revenue	Admissions revenues for the year exceeded the annual targets by 17.4 % and were 23.7 % higher than last year.

Selected financial information is as follows:

	2001–02 Forecast	2001–02 Actual	2000–01 Actual
Revenue ($ thousand)	3,484	2,600	2,359
Expenses ($ thousand)	27,175	28,235	25,820
Parliamentary appropriation for operating expenditures ($ thousand)	23,691	23,177	22,874

CANADIAN RACE RELATIONS FOUNDATION

Appropriate Minister

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Minister of Canadian Heritage

Chairperson

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Auditor

Hilborn Ellis Grant LLP

Incorporation and Status

1996 under the *Canadian Race Relations Foundation Act*; exempt from Part X of the *Financial Administration Act*; not an agent of Her Majesty; a registered charity for the purposes of the *Income Tax Act*.

Mandate

To facilitate, throughout Canada, the development, sharing and application of knowledge and expertise to contribute to the elimination of racism and all other forms of racial discrimination in Canadian society.

Corporate Profile

The Canadian Race Relations Foundation's (CRRF's) work focuses on raising public awareness of the causes and manifestations of racism in Canada. It is a source of information, providing perspective and research data to contribute to the elimination of racism.

The Foundation focuses on a variety of issues through the contract research program and conferences, forums and workshops placing particular emphasis on eliminating racism in employment and education. Information and resource development include disseminating information through the CRRF's Web site, annotated bibliographies and published materials.

The Foundation was proclaimed by the federal government on October 29, 1996 and, in accordance with the Japanese Canadian Redress Agreement, the government provided the Foundation with a one-time endowment fund of $24 million. CRRF operates on income generated by investing the endowment fund, and donations.

Performance Information

CRRF is exempt from Part X of the *Financial Administration Act* (FAA), pursuant to its constituent Act. As a result, a Corporate Plan Summary is not tabled in Parliament and

the performance information for this corporate abstract was extracted from the Foundation's 2001–02 Annual Report.

The Foundation indicated that the fourth year review mandated by the *Canadian Race Relations Foundation Act* has been completed. It also reported on a number of activities including the following:

- The Foundation participated in the United Nations World Conference Against Racism in Durban, South Africa. It had a display booth, hosted a workshop on the Foundation and its research, and provided a communications base for Canadian nongovernmental organizations (NGOs) attending the conference.
- CRRF continued to conduct community forums in different parts of Canada, and to support several programs through the Initiatives Against Racism program.
- Following the events of September 11 in the United States, the Foundation responded within two days, condemning the attacks and issuing an *Appeal for Ongoing Vigilance* against racism and religious intolerance.
- The Foundation began to strengthen its capacity to deliver education and training programs. Workshops and presentations were made to police services, government agencies, schools, school boards, colleges, universities and social service agencies as well as many NGOs.

Selected summary information is presented in the table below.

	2001–02 Actual	**2000–01 Actual**
Total revenues ($ thousand)	1,274	2,027
Expenses ($ thousand)	1,530	2,148
Excess of revenues over expenses ($ thousand)	(256)	(121)

NATIONAL ARTS CENTRE CORPORATION

Appropriate Minister

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Minister of Canadian Heritage

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Auditor

Auditor General of Canada

Incorporation and Status

1966 by the *National Arts Centre Act* (R.S.C. 1985, c. N-3); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act*.

Mandate

To play a leadership role in fostering artistic excellence in all of the performing arts disciplines.

Corporate Profile

The National Arts Centre Corporation (NAC) was created in 1966 by an Act of Parliament as a national showcase for the performing arts. It co-produces with other organizations throughout the country. It also hosts festivals and, through media and its tours, reaches out to audiences across Canada and around the world.

The NAC is home to the National Arts Centre Orchestra, and fulfills its artistic mandate through the presentation of classical music, dance, English language theatre, French language theatre, variety and community programming.

In addition to ticket sales and donations, the NAC generates revenue from facilities rentals, catering, and restaurant and parking services.

Performance Information

The NAC is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not tabled in Parliament and performance information for this corporate abstract was extracted from the Corporation's 2000–01 Annual Report, which noted that:

- The National Arts Centre Orchestra toured the Middle East and Europe and performed 15 international concerts in seven countries.
- NAC collaborated with theatre and dance companies across Canada.
- NAC introduced a low-cost, rush tickets program called *Live Rush* for high school, college and university students, and 5,000 young people registered in the first year.
- NAC completed the year with an annual surplus of $161,537, and an accumulated surplus of $1,022,723, including government funding.

Selected summary information is presented in the table below.

	2000–01 Actual	1999–2000 Actual
Revenue ($ million)	26.1	24.4
Expenses ($ million)	51.21	49.99
Parliamentary appropriations for operating expenditures ($ million)	22.3	23.8

Note: NAC's financial year is September 1 to August 31.

NATIONAL CAPITAL COMMISSION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson and Chief Executive Officer

Marcel Beaudry

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Web site: www.canadascapital.gc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1958 by the *National Capital Act* (R.S.C. 1985, c. N-4; amended in 1988 S.C. 1988, c. 54); Schedule III, Part X of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To prepare plans for and assist in the development, conservation and improvement of the National Capital Region; to organize, sponsor, or promote public activities and events in the National Capital Region to enrich the cultural and social fabric of Canada, the equality of status of the official languages of Canada, and the heritage of the people of Canada.

Corporate Profile

The National Capital Commission (NCC) works throughout the National Capital Region (NCR) to create greater pride and unity for the increasingly diverse body of Canadians through the presentation of major events including Canada Day and Winterlude; through the Capital Infocentre and other interpretation programs that orient and inform Canadians and visitors about the Capital; and through outreach and marketing activities that present the Capital to Canadians and international audiences.

The NCC is also responsible for planning the development and use of federal lands in the NCR. The NCC manages and maintains its own lands and looks after other key federal lands and buildings, including six Official Residences, urban lands, parks, parkways and bridges, Gatineau Park and the Greenbelt.

Performance Information

The NCC's Corporate Plan Summary for 2001–02 to 2005–06 identified objectives and strategies in the Corporation's four sectors of activity: promoting and animating the NCR; planning the NCR; real asset management and development; and corporate services. Specific performance targets were also identified in each area.

In its 2001–02 Annual Report, the NCC reported its achievements against each of the performance targets, including the following:

- Together with partners and sponsors, the NCC established the Canada and the World Pavilion at Rideau Falls Park. The Pavilion was inaugurated on May 10, 2001. During the first season, the Pavilion logged 62,000 visits, with another 23,000 people visiting the Web site.
- The NCC completed its public consultation on the Core Areas Sector Plan, and the report for the Core Area Concept was distributed to the public in September 2001.
- The rehabilitation of the Champlain Bridge was completed in July 2002. Delays in the completion date were caused by labour shortages and winter weather conditions.
- The joint environmental assessment study to determine the location and effects of future interprovincial bridges and the completion of the ring road system to service the NCR was delayed because of municipal transition in Ottawa and the Outaouais, but is expected to proceed in 2002–03.

Selected financial information is presented in the table below:

	2001–02 Forecast	2001–02 Actual	2000–01 Actual
Parliamentary appropriation for operating expenses ($ thousand)	63,427	65,653	62,555
Operating revenues ($ thousand)	32,786	34,607	43,024
Total expenditures ($ thousand)	109,122	105,184	97,897
Net cost of operations ($ thousand)	(12,909)	(486)	7,682

NATIONAL GALLERY OF CANADA

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

H. Harrison McCain

Director and Chief Executive Officer

Pierre Théberge

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Web site: www.national.gallery.ca

Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To develop, maintain and make known, throughout Canada and internationally, a collection of historic and contemporary works of art with special, but not exclusive, reference to Canada; and to further the knowledge, understanding and enjoyment of art among Canadians.

Corporate Profile

The National Gallery of Canada carries out its mandate through four broad activity areas: adding to and preserving the collections of works of art; educating and communicating; housing and protecting the collections, visitors and staff; and managing its staff and resources. The Gallery also operates the Canadian Museum of Contemporary Photography (CMCP) in Ottawa.

The Gallery acquires Canadian and foreign works for its collections through purchases, gifts and bequests. Its exhibits are shown in Canada and around the world. The Gallery publishes documents including pamphlets and catalogues, as well as in the production of video products. Its Web site includes teacher support kits. The Gallery's programming activities include lectures, symposia, concerts and educational programs.

Performance Information

In its 2001–02 to 2005–06 Corporate Plan Summary, the Gallery identified the same three priorities as for the previous year: Raise the Gallery's profile nationally and internationally in order to reach more of the public; establish solid networking by developing and strengthening relationships with other institutions across Canada; and

optimize financial resources. The Summary also highlighted the Gallery's objectives, strategies and performance targets to address the three priorities.

The Corporation's 2001–02 Annual Report highlighted the following achievements:

- The Gallery added a total of 212 works to the permanent collection through donations and purchases. The CMCP acquired 180 works.
- Attendance at the Gallery and the CMCP in Ottawa reached 672,051, surpassing projections by 15 per cent. Attendance at special exhibitions reached 187,855 visitors, exceeding projections of 164,910.
- The Gallery and the CMCP mounted a total of 30 exhibitions and special installations in the National Capital Program, including *Gustav Klimt: Modernism in the Making.*
- The CMCP hosted 9 exhibitions, which represented the work of 100 Canadian artists.
- The Travelling Exhibitions Program, including both the Gallery and CMCP, circulated 29 exhibitions to 47 venues in all provinces across Canada and also circulated exhibitions featuring Canadian art in China, Chile, and Argentina.
- The Gallery loaned many works from the collection to institutions throughout Canada and around the world.
- The Gallery produced catalogues in conjunction with temporary exhibitions, including guides for the *Klimt, Rober Racine, Lynne Cohen*, and *Pierre Boogaerts* shows.
- The Gallery acted as host to over 50 North American art museum staff members for the 2001 Annual Art Museum Image Consortium Members Meeting held in Ottawa in June. As one of the 22 founding members of this international consortium of museums, the Gallery contributed 622 new images and texts for the annual release of the digital Library to subscribers in universities, colleges, libraries, schools, and museums.

Selected financial information is shown in the table below.

	2001–02 Forecast	2001–02 Actual	2000–01 Actual
Revenue ($ thousand)	9,020	7,901	9,020
Expenses ($ thousand)	45,208	44,351	45,356
Parliamentary appropriation ($ thousand)			
• for operating purposes	36,188	33,442	33,290
• for collections	3,000	3,395	3,235

NATIONAL MUSEUM OF SCIENCE AND TECHNOLOGY

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

Virender K. Handa

Director and Chief Executive Officer

Christopher J. Terry

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Web site: www.nmstc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technological objects with special, but not exclusive, reference to Canada, and by demonstrating the products and processes of science and technology, as well as their economic, social and cultural relationships with society.

Corporate Profile

The National Museum of Science and Technology (which now uses Canada Science and Technology Museum Corporation as its operating name) is responsible for the development and management of a representative collection of scientific and technological artifacts and materials which focuses on seven major subject areas – aviation, communications, industrial technology, natural resources, renewable resources, scientific instrumentation and transportation.

The Corporation manages three museum sites: the Canada Science and Technology Museum, the Canada Agriculture Museum and the Canada Aviation Museum. Each museum sets its own public programming activities and strategies in recognition of the different markets and clientele each serves. The museums operate under a common set of corporate policies. Support services such as human resources, finance and facilities management are provided centrally.

Performance Information

The 2001–02 to 2005–06 Corporate Plan Summary for the Corporation indicated that the board of trustees had identified two strategic issues as priorities for the planning period: significant accommodation issues dealing with long-term future of the Corporation's

facilities; and the use of information technology as a major outreach tool. In addition, the Corporation also identified three groups of activities it intended to carry out in support of the Corporation's mandate: heritage preservation; sharing knowledge; and support activities.

- **Heritage preservation**: to identify concepts and ideas key to the understanding and appreciation of the scientific and technological heritage of Canada, and to develop and manage a representative collection;
- **Sharing knowledge**: to provide opportunities for a broad public audience to enjoy an enriching museum experience and to make the corporation's knowledge as available to national and international audiences;
- **Support activities**: to provide quality venues for public programming activities, protection of the collection, and to promote operational effectiveness; to increase the financial resources available to the Corporation for the financial fulfilment of its mandate; and to provide effective and efficient services within a framework of appropriate management control.

The Corporation reported its performance on each of the above activities in its 2001–02 Annual Report.

The following table notes two of the performance indicators where numerical targets were included in the Corporate Plan Summary.

Performance Indicators	2001–02 Target	2001–02 Result
Artifacts catalogued to CSTMC standards (%)	94	93.4
Artifacts with conservation report completed (%)	33	34.5

Selected financial information is shown in the table below.

	2001–02 Forecast	2001–02 Actual	2000–01 Actual
Revenue ($ thousand)	3,575	4,251	3,765
Expenses ($ thousand)	25,580	28,236	25,318
Parliamentary appropriation ($ thousand)	21,843	22,416	22,594

FINANCE

BANK OF CANADA

Appropriate Minister

The Honourable John Manley, P.C., M.P.
Minister of Finance

Governor

David A. Dodge

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Web site: www.bank-banque-canada.ca

Auditors

Raymond Chabot Grant Thornton
Arthur Andersen LLP

Incorporation and Status

1934 by the *Bank of Canada Act* (R.S.C. 1985, c. B-2); acts as the fiscal agent of the Government of Canada; exempt from Divisions I to IV of Part X of the *Financial Administration Act*.

Mandate

To formulate and implement monetary policy in Canada; and to act as the government's fiscal agent. The Bank has the sole right to issue paper currency for circulation in Canada.

Corporate Profile

The Bank of Canada's responsibilities focus on the goals of low and stable inflation, a safe and secure currency, financial stability, and the efficient management of government funds and public debt. These responsibilities are carried out as part of the following primary functions:

- **Monetary policy:** The goal of monetary policy is to contribute to solid economic performance and rising living standards for Canadians by keeping inflation low, stable and predictable.
- **Currency:** The Bank issues bank notes in Canada. This involves note design as well as the printing and distribution of bank notes, and their eventual replacement.
- **Central banking services:** Through the promotion of financial stability and the provision of efficient funds-management services to the federal government.
- **Retail debt services:** The Bank is responsible for ensuring that all holders of Canada Savings Bonds and Canada Premium Bonds have their information registered and their accounts serviced through efficient operations and systems support.

Performance Information

The Bank of Canada is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not tabled in Parliament and performance information for this corporate abstract was extracted from the Bank's 2001 Annual Report, which included the following:

- In January 2001, the Bank launched a new series of bank notes, entitled *Canadian Journey*. A launch event in Ottawa introduced the public to the themes of the new series and to the first note to be put into circulation–the $10 denomination. In addition to new security features, the notes have a new tactile feature for use by the blind and vision-impaired as an aid to recognizing different denominations.
- In May 2001, the Bank and the government reaffirmed their commitment to inflation-control targets for the consumer price index centred on a 2 per-cent target midpoint. The Bank strengthened the implementation of the targeting arrangements through its commitment to report and explain any persistent deviations from the target midpoint, extended the length of the agreement with the government to five years from three years, and adopted a new measure of core (or underlying) inflation.
- Following the terrorist attacks on the United States on September 11, the Bank rapidly assured financial market participants and the general public of its willingness to take actions to promote a stable financial system.
- In November 2001, the Bank held a conference entitled "Financial Market Structure and Dynamics," to help improve the understanding of financial market structures and their implications for market liquidity and price dynamics. In collaboration with the Bank of England, the Bank published a paper, *The Resolution of International Financial Crises: Private Finance and Public Funds* that lays out a clear framework for resolving international financial crises.

Selected summary information is presented in the table below.

	2001 Actual	2000 Actual	1999 Actual
Revenue ($ million)	2,149.2	2,111.0	1,910.8
Expenses ($ million)	140.1	118.6	144.7
Net revenue paid to Canada ($ million)	1,980.4	1,992.4	1,766.1

CANADA DEPOSIT INSURANCE CORPORATION

Appropriate Minister

The Honourable John Manley, P.C., M.P.
Minister of Finance

Chairperson

Ronald N. Robertson

President and Chief Executive Officer

Jean Pierre Sabourin

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Web site: www.cdic.ca

Auditor

Auditor General of Canada

Incorporation and Status

1967 by the *Canada Deposit Insurance Corporation Act* (R.S.C. 1985, c. C-3; R.S.C. 1985, c. 18 (2nd Supp.); S.C. 1992, c. 26); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide limited insurance for deposits with member institutions; to promote standards of sound business and financial practices, and contribute to the stability of the Canadian financial system; and to pursue the foregoing for the benefit of depositors and in such a manner as will minimize exposure to loss.

Corporate Profile

In providing deposit insurance, the Canada Deposit Insurance Corporation (CDIC) undertakes a wide range of initiatives to increase understanding of deposit insurance, to assess and monitor the risks of insuring deposits in collaboration with regulators, to manage relationships with federal and provincial governments, member institutions and their organizations, and other interested parties, to keep abreast of economic and policy issues, and to minimize the cost of deposit insurance. The primary functions of CDIC involve insurance and risk management, and claims and recoveries.

At March 31, 2002, CDIC had 91 members, 10 less than the previous year. The decrease is mainly attributable to new legislation allowing foreign banks to establish branches in Canada and to legislation passed in October 1999 allowing banks which mostly accept wholesale deposits (defined as $150,000 or more) to take such deposits without being members of CDIC. The latter is referred to as opting-out.

Performance Information

CDIC's Summary of the Corporate Plan for 2001–02 to 2005–06 grouped the Corporation's objectives into four themes: ensure CDIC's financial stability and efficient

operations; proactively manage the risks of providing deposit insurance; continually assess and enhance relationships with stakeholders; and sustain a strong people and knowledge base.

The Corporation reported on its achievements in its 2001–02 Annual Report, including the following:

- CDIC continued to work on a number of activities such as modernizing and promoting its *Standardization of Business and Financial Practices* for member institutions, assessing members' risk and ensuring the Corporation's readiness in the event of a member institution's failure, sharing information with and learning from organizations in Canada and abroad, and increasing public awareness about deposit insurance.
- The Corporation continued to upgrade its network and take advantage of new technology and business applications. Consistent with its information technology strategy, CDIC also reduced the life cycle of its technology platform. In addition, the Corporation undertook a review of its security systems.
- CDIC recovered $40 million against outstanding claims and loans from failed institutions, bringing total recoveries for the past five years to $754 million.
- The Corporation developed a draft knowledge management strategy that will serve as a guide for investment into the human, structural and technology resources required to drive CDIC initiatives.
- CDIC worked closely with the Office of the Superintendent of Financial Institutions and provincial counterparts, the Department of Finance, the Bank of Canada and other organizations to promote information sharing.

Selected financial information is provided in the table below.

	2001–02 Forecast	2001–02 Actual	2000–01 Actual
Premium revenue ($ million)	143	155	140
Total revenue ($ million)	188	191	196
Net income ($ million)	186	31.5	157

CANADA DEVELOPMENT INVESTMENT CORPORATION

Appropriate Minister

The Honourable John Manley, P.C., M.P.
Minister of Finance

Chairperson

Donald McQ. Shaver

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Auditors

Auditor General of Canada
KPMG LLP

Incorporation and Status

1982 under the *Canada Business Corporations Act*. Letters patent, May 26, 1982; Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To manage Crown corporations and investments assigned to it, and to privatize its holdings when appropriate. In January 1995, the government completed an assessment of the Corporation's future role. As a result, the Corporation's current mandate is to wind down its operations by divesting its remaining assets in an orderly fashion and reducing its operating costs to a minimum as soon as possible.

Corporate Profile

The Canada Development Investment Corporation (CDIC) manages two wholly owned subsidiaries: Canada Eldor Inc. and Canada Hibernia Holding Corporation. The latter manages the federal government's 8.5-per-cent interest in the Hibernia Oil and Gas Offshore Development Project.

CDIC also administers outstanding issues pursuant to prior divestitures, including the sale of Canadair Limited and Theratronics International Limited and the sale of the operating assets of Canada Eldor Inc. to Cameco Corporation. These issues, relating primarily to Canada Eldor Inc., include certain waste contingencies and outstanding litigation.

Performance Information

In its Corporate Plan Summary for 2001 to 2005, CDIC identified the following main objectives for 2001:

- Manage the investment in Canada Hibernia Holding Corporation (CHHC) with emphasis on the successful conclusion of the sales process;
- Continue to manage the remaining obligations pursuant to the Purchase and Sale Agreement for Canada Eldor Inc.;
- Manage the post-sale agreements resulting from the sale of Theratronics and Canadair; and
- Continue the orderly wind-down of the Corporation.

CDIC's 2001 Annual Report noted that:

- The Corporation retained financial advisors to assist with the eventual sales process for Canada Hibernia Holding Corporation;
- CHHC returned $127 million of appropriations to the Government and it is anticipated that all appropriations will be returned by mid 2003; and
- The indemnity to the purchaser of Theratronics was released and the balance of the holdback was paid to the Atomic Energy of Canada Limited in January 2002. The indemnity related to the sale of Canadair Limited expired in 2001 and is no longer a contingency of CDIC.

Selected financial information is shown in the table below.

	2001 Forecast	2001 Actual	2000 Actual
Net income (loss) ($ thousand)	(14,353)	(1,738)	(968)
Dividends ($ thousand)	5,000	-	5,000

CANADA PENSION PLAN INVESTMENT BOARD

Appropriate Minister

The Honourable John Manley, P.C., M.P.
Minister of Finance

Chairperson

Gail Cook-Bennett

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Auditor

Deloitte & Touche LLP

Incorporation and Status

1999 by the *Canada Pension Plan Investment Board Act* (S.C. 1997, c. 40); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To manage prudently and professionally in the best interests of contributors and beneficiaries, with a view to achieving a maximum rate of return without undue risk of loss, funds transferred to the Investment Board from the Canada Pension Plan Account.

Corporate Profile

The role of the Canada Pension Plan Investment Board (CPP Investment Board) is to increase the long–term value of the Canada Pension Plan (CPP) assets by prudently investing, in capital markets, funds not required by the Canada Pension Plan to pay current pensions.

By March 31, 2002 the CPP Investment Board had $14.3 billion invested in capital markets and projects. It expects to have $125 billion to $150 billion of assets under management within 10 years. The assets and the income earned on them will be available to the Canada Pension Plan to pay future pensions.

Performance Information

The CPP Investment Board is exempt from Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA and, as a result, a Corporate Plan Summary is not tabled in Parliament. However, the CPP Investment Board's governing legislation imposes rigorous accountability, including a detailed annual report that must be publicly available. The CPP Investment Board is required to publish in the annual report its success in reaching the prior year's investment objectives and the objectives for the next year and the foreseeable future.

The 2001–02 Annual Report noted that the CPP Investment Board:

- Expanded policies, guidelines and procedures to control risk and introduced a portfolio risk management system.
- Diversified from exclusive investment in passive index funds to include externally managed private equity funds.
- Held costs below the board-approved budget, as the Corporation expanded its operations and diversified investment activities.
- Redesigned and expanded its Web site as the primary medium of communicating with the public.

Investment performance and benchmark returns are as follows:

	For the year ended March 31, 2002		For the year ended March 31, 2001	
	Portfolio Return (%)	Benchmark Return (%)	Portfolio Return (%)	Benchmark Return (%)
Canadian equities	5.9	4.8	(7.7)	(18.6)
Non-Canadian equities	(2.3)	(2.8)	(17.5)	(18.2)
Total return	3.4	2.4	(9.4)	(17.8)

Selected summary information is presented in the table below.

	For the year ended March 31, 2002	For the year ended March 31, 2001
Investment income / (loss) ($ thousand)	316,034	(844,855)
Investment and administrative expenses ($ thousand)	11,408	6,735
Net income / (loss) from operations ($ thousand)	304,626	(851,590)

FISHERIES AND OCEANS

FRESHWATER FISH MARKETING CORPORATION

Appropriate Minister

The Honourable Robert G. Thibault, P.C., M.P.
Minister of Fisheries and Oceans

Chairperson

Jim Bear

President and Chief Executive Officer

Robert F. Hand

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Auditor

Auditor General of Canada

Incorporation and Status

1969 by the *Freshwater Fish Marketing Act* (R.S.C. 1985, c. F-13); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To market fish in an orderly manner, to maximize returns to fish producers and to promote international markets and increase trade in fish.

Established with the participation of each of the provinces and the territory in which it operates for the purpose of marketing and trading in and outside of Canada in fish, fish products and fish by-products produced within its mandated region. The participation of the provinces of Manitoba, Saskatchewan, Alberta and Ontario, and the Northwest Territories was established by agreement with the Government of Canada.

Corporate Profile

The Freshwater Fish Marketing Corporation (FFMC) operates on a self-sustaining basis with no appropriations from Parliament. In practice, the Corporation operates much like a producers' co-operative, with the beneficiaries being the commercial fish producers in Manitoba, Saskatchewan, Alberta, the Northwest Territories and Northwestern Ontario. The Corporation has the exclusive right to trade and market the products of the commercial fishery on an interprovincial and export basis. Its primary goal is to achieve the greatest economic returns possible for the commercial fish producers it serves, by providing a range of products and services to its customers.

Performance Information

In its 2001–02 to 2005–06 Corporate Plan Summary, FFMC indicated the following three key objectives under which all future strategic initiatives will fall: sustaining market leadership; generating increasing returns to fishers and communities; and, earning respect and recognition. The Corporation highlighted a number of specific initiatives for the year under review in each of its operational sectors to support its key objectives.

In its 2001–02 Annual Report, FFMC reported on a number of achievements including the following:

- The Corporation's total sales reached $68.2 million – 10 per-cent higher than the previous record set in fiscal 2000–01.
- A baseline customer survey was commissioned, and showed an overall satisfaction rating of 7.7 out of 10.
- Total payments to fishers (net of freight) were $40.6 million in 2000–01. Net income of $7.4 million was 9 per-cent higher than in the previous fiscal year.
- Dialogue with key stakeholders continued to be a central focus; there were numerous meetings with fishers, government and community leaders.
- New board policies were approved for regional processing and dealer licences, signalling an openness to respond to fisher needs in innovative ways.
- Employee relations were strengthened with various human resources programs, including a recognition program, information meetings and supervisory training.

Selected financial information is shown in the table below:

	2001–02 Actual	**2000–01 Actual**
Sales ($ thousand)	68,172	61,914
Cost of sales ($ thousand)	56,672	51,293
Marketing and administrative expenses ($ thousand)	4,097	3,846
Income before provision for final payments to fishers ($ thousand)	7,403	6,775
Provision for final payments to fishers ($ thousand)	7,403	6,775

FOREIGN AFFAIRS

INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

Appropriate Minister

The Honourable Bill Graham, P.C., M.P.
Minister of Foreign Affairs

Chairperson

Gordon S. Smith

President and Chief Executive Officer

Maureen O'Neil

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Facsimile: (613) 238-7230
Web site: www.idrc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1970 by the *International Development Research Centre Act*, (R.S.C. 1985, c. I-19); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To initiate, encourage, support and conduct research into the problems of the developing regions of the world. The Centre also promotes and carries on research into the means for applying and adapting scientific, technical and other knowledge for the economic and social advancement of those regions.

Corporate Profile

The main objective of the International Development Research Centre (IDRC) is to help researchers and communities in the developing world find solutions to their social, economic and environmental problems. IDRC connects people, institutions and ideas to ensure that the results of the research it supports, and the knowledge that research generates, are shared equitably among all its partners, North and South.

To achieve its objective, the Centre funds research, trains researchers and promotes research networks. Through its Canadian Partnership Program, IDRC promotes collaborative research between scientists in Canada and those in developing countries.

The Centre's principal source of funding is parliamentary appropriations. It adds to this by entering into co-funding ventures with donors.

Performance Information

IDRC is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not required to be tabled in Parliament, and the performance information for this corporate abstract was extracted from the Centre's 2001–02 Annual Report.

Highlights of IDRC's activities during the year in review included the following:

- Partnered with the United Nations Development programme, the UN Foundation, and Environment Canada, among others, to showcase successful and innovative partnerships in sustainable development.
- Provided support and technical assistance to help launch MEDPLANT – the Global Information Network on Medicinal Plants in March 2002. The site links seven regional networks in 7 countries and 65 members from more than 20 countries.
- Together with the Canadian Institutes of Health Research, Canadian International Development Agency and Health Canada, IDRC embarked on the Global Health Research Initiative, a cooperative arrangement to build upon and coordinate Canada's global health research activities in April 2001.
- Developed a partnership with the Italian Ministry of Foreign Affairs and the International Labour Organization's Universitas program for an Urban Network for Local Development in Latin America and the Caribbean. The first planning meeting jointly hosted by IDRC and York University was held in Ottawa in November 2001.

Selected financial information is shown in the table below.

	2001–02 Actual	2000–01 Actual
Revenue excluding parliamentary appropriation for operating expenditures ($ million)	51.1	44.1
Expenses ($ million)	138.9	135.3
Parliamentary appropriation for operating expenditures ($ million)	97.2	91.2

INDUSTRY

BUSINESS DEVELOPMENT BANK OF CANADA

Appropriate Minister

The Honourable Allan Rock, P.C., M.P.
Minister of Industry

Chairperson

Cedric E. Ritchie

President and Chief Executive Officer

Michel Vennat

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Facsimile: (514) 283-7838
Web site: www.bdc.ca

Auditors

Auditor General of Canada
KPMG LLP

Incorporation and Status

1974 by the *Federal Business Development Bank Act* (R.S.C. 1985, c. F-6) and continued by the *Business Development Bank of Canada Act* (S.C. 1995, c. 28); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To promote and assist in the establishment and development of business enterprises in Canada, especially small and medium-sized businesses, by providing a wide range of financial and business management consulting products and services.

Corporate Profile

The Business Development Bank of Canada (BDC) provides financial products and services to Canadian firms by acting as a complementary lender and a source for equity financing. It offers financial services, venture capital and management consulting services. The Bank also delivers financial products on-line through its virtual branch, BDC Connex®.

The Corporation supports businesses in many sectors with a particular emphasis on knowledge-based industries and exporters. Small businesses in these target sectors often lack hard-asset security to obtain complete financing from conventional sources.

Performance Information

BDC's Corporate Plan Summary for Fiscal 2002 to 2006 identified the following objectives to fulfil its mandate in supporting small businesses while maintaining a business approach: increase the level of support to small and medium sized enterprises (SMEs) and transform the financing portfolio towards knowledge-based industries (KBIs) and exporters while continuing to support traditional sectors; transform the activities of the BDC Consulting Group to respond to specific needs of SMEs and to be financially

sustainable; deliver first-class customer services; maximize operating efficiency and cost effectiveness; and generate a return on equity at least equal to the government's long-term cost of funds, and sufficient profits to build up equity for future growth.

In its 2001–02 Annual Report, BDC reported on the achievement of its strategies. The Corporation's performance objectives and measures are shown in the table below.

Global Corporate Objectives	Performance Indicator	2001–02 Forecast	2001–02 Actual	2000–01 Actual
Increase the level of support to small and medium enterprises (SMEs) and transform the financing portfolio towards KBIs and exporters without abandoning traditional sectors	• Dollar value of outstanding loan portfolio ($ billion)	5.9	6.1	5.4
	• Share of new loan authorizations to target markets (%)	48	52	50
Respond to SME management needs through BDC Consulting Group	• Annual revenues ($ millions)	20	18.2	-
Deliver first-class customer service	• Customer satisfaction level (%)	88	90	88
Maximize operating efficiencies and cost effectiveness	• Productivity ratio (expense to net interest income) (%)	53	48	53
Generate a return on equity at least equal to the government's long-term cost of funds, and sufficient profits to build up equity for future growth	• Return on equity (%)	6.1	5.7	12.6
	• Venture capital – internal rate of return (%)	15.0	25.6	15.2

BDC also noted that due to a tighter market and slowing economy, the BDC Consulting Group's revenues of $18.2 million were slightly lower than planned ($20 million) but still in line with the previous year.

CANADIAN TOURISM COMMISSION

Appropriate Minister

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Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

2001 by the *Canadian Tourism Commission Act* (S.C. 2000, c. C-5); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To sustain a vibrant and profitable tourism industry in Canada, market Canada as a desirable tourist destination, support a co-operative relationship between the private sector and the governments of Canada, the provinces and the territories with respect to Canadian tourism; and provide information about Canadian tourism to the private sector and to the federal, provincial and territorial governments.

Corporate Profile

The Canadian Tourism Commission's activities include providing Canada's tourism industry with the tools and strategic information it needs to succeed.

In order to achieve its mandate the Canadian Tourism Commission (CTC):

- promotes Canadian tourism through coordinated marketing strategies and programs;
- establishes and operates travel trade marketplaces and visitor centres;
- coordinates travel and trade shows as well as undertakes special projects;
- provides accurate quarterly statistics and current market research and analysis for use by the tourism industry;
- publishes a monthly newsmagazine, *Communique*, Canada's Tourism Monthly, providing current information on CTC programs and initiatives, which is delivered to 35,000 travel and tourism professionals across Canada; and
- operates and maintains the Tourism Reference and Documentation Centre offering reference services and inter-library loans to travel and tourism professionals.

The Commission's key marketing programs that cover specific markets are: U.S. Leisure, U.S. Meetings & Incentive Travel, Europe, Asia/Pacific and Canada.

Performance Information

In its 2001 to 2005 Summary of the Corporate Plan, CTC noted the following main objectives: promote awareness of Canada and its variety of year-round tourism attractions; facilitate sales of tourism products, thereby increasing national revenues; and attract industry partners and expand to non-traditional partnerships.

In its first Annual Report as a Crown corporation, the Commission reported a number of accomplishments including the following:

- Organized a Winter Packaging Contest, which drew 125 entries, and hosted a Winter Tourism Forum, which was attended by nearly 100 delegates.
- Launched a Winter Lights Contest in which communities across Canada were recognized for the quality of their holiday season lighting displays.
- Combined efforts with the tourism industry in Canada and the United States in communication, dialogue, coordination and marketing of tourism in response to the events of September 11, 2001.
- Hosted, in partnership with Statistics Canada, the World Tourism Organization, the International Centre for Studies of Tourism Economics and Instituto Nationale des Estudios Turisticos, a World Conference on Tourism Satellite Accounts (TSA) in Vancouver. A statistical tool, the TSA compares tourism with industries such as mining, agriculture and fisheries. More than 100 countries participated in the conference. The meeting set the agenda for the next 10 years of TSA development and implementation.
- Launched a series of initiatives and programs to build awareness of the CTC and the tourism industry among targeted domestic audiences. The group's projects included: publishing and global distribution of the multilingual brochure, *Travel Tips*, which provides key information to travellers planning to visit Canada.
- CTC raised a total of $83 million in partnership contributions in fiscal year 2001.

CAPE BRETON GROWTH FUND CORPORATION

Appropriate Minister

The Honourable Allan Rock, P.C., M.P.
Minister of Industry

Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

August 25, 2000, pursuant to the *Canada Business Corporations Act*, as a wholly owned subsidiary of the Enterprise Cape Breton Corporation and directed to report as if it were a parent Crown corporation (P.C. 2000-1341); an agent of Her Majesty.

Mandate

To promote and assist, either alone or in conjunction with any person or the governments of Canada or of Nova Scotia or any agency of either of those governments, the financing and development of industry on Cape Breton Island to provide employment outside the coal producing industry and to broaden the base of the economy of Cape Breton Island.

Corporate Profile

The Cape Breton Growth Fund Corporation (CBGF) was incorporated on August 25, 2000 as a wholly owned subsidiary of the Enterprise Cape Breton Corporation (ECBC), a federal Crown corporation with a mandate for economic development on Cape Breton Island and in the Mulgrave area. As such, the CBGF is vested with the same broad economic mandate and flexible powers as ECBC. Although established as a wholly owned subsidiary, CBGF has been deemed to be a parent Crown corporation for the purposes of Part X of the *Financial Administration Act* and therefore has its own board of directors and is required to report separately to Parliament through its own corporate plan summary and annual report.

The administrative costs related to the operation of CBGF will be sourced from the interest generated by the investment of the Fund until it is dispersed. If the interest generated is insufficient to offset the administrative costs, then ECBC will cover the costs through existing reference levels.

CBGF has entered into a Memorandum of Understanding (MOU) with ECBC to provide secretariat and operational support. Through the MOU with ECBC, administrative costs are minimized by eliminating the potential for overlap and duplication between the two organizations.

A contribution agreement with the Province of Nova Scotia for its $12 million contribution was used to establish a transition office that brings together federal and provincial departments. At the time of incorporation of the CBGF in August 2000, the total amount available for economic development was $73 million.

Performance Information

CBGF's Corporate Plan Summary for Fiscal 2001–02 to 2004–05 identified five strategic priority sectors: knowledge-based; oil and gas; tourism; environmental remediation; arts and culture; and a separate category called strategic initiatives. The Corporation developed the following strategic objectives to fulfil its mandate and mission: trade; industrial benefits; access to capital; direct investment; research/commercialization; and infrastructure.

CBGF also committed to developing an Accountability and Evaluation Framework that would serve to guide the Corporation's performance management activities.

In its 2001–02 Annual Report, CBGF reported on a number of activities and achievements including the following:

- In order to build greater understanding of the knowledge-based sector, a taskforce was created to better define how the sector is positioned to take advantage of impending opportunities and develop a plan for the appropriate interventions by the Corporation.
- A task force on the oil and gas development sector commissioned a study to clearly define the critical path for economic growth in the Cape Breton Regional Municipality and in the Strait of Canso regions and to review how the sector's development in Nova Scotia has impacted the Cape Breton economy.
- The tourism industry generated a total of $228.6 million in 2001 – 18.7 per cent of the provincial tourism revenues. These revenues supported 6,300 direct and indirect jobs on Cape Breton Island. The Corporation is undertaking a strategic planning exercise with a view to increasing tourism revenues to $400 million by 2008.
- CBGF board of directors requested management, staff and the task force on the arts and culture to undertake a request for project proposals process. The proposals were to focus on the development of arts and culture initiatives that would create long-term sustainable jobs, encourage business start-ups, business expansions, access to capital, encouragement of greater participation, mentorship/skill development and supporting infrastructure.

ENTERPRISE CAPE BRETON CORPORATION

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1988 by the *Enterprise Cape Breton Corporation Act* (Part II of the *Government Organization Act, Atlantic Canada, 1987* [S.C. 1988, c. 50]); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To promote and assist the financing and development of industry on Cape Breton Island and a portion of mainland Nova Scotia in and around the Town of Mulgrave; to provide employment outside the coal-producing sector; and to broaden the base of the local economy.

Corporate Profile

The Enterprise Cape Breton Corporation (ECBC) takes a lead role in creating a business environment that fosters sustainable job creation and economic growth on Cape Breton Island and the Mulgrave area of Nova Scotia. It promotes these objectives in cooperation with the private and public sectors.

Part of ECBC's role in the economic development of Cape Breton Island is the delivery of the Atlantic Canada Opportunities Agency (ACOA) programs. A portion of ECBC staff and time is dedicated to the delivery of these programs. ECBC strives to ensure that its development activities do not duplicate the programs of ACOA or other government departments.

ECBC has received additional allocations due to the closure of the Cape Breton Development Corporation (Devco), the federal Crown corporation responsible for coal mining on Cape Breton Island. ECBC has received an additional $10 million to be used for community economic development in those communities most affected by the closure. A subsidiary company created through the ECBC legislation, the Cape Breton Growth Fund, has received allocations totalling $86 million.

Performance Information

In its 2001–02 to 2005–06 Corporate Plan Summary, ECBC identified a number of strategic priorities on which it would concentrate its efforts during the period under review: provision of services for the Government of Canada; tourism marketing; access to capital; trade; image, prospecting and investment; advocacy and policy research. The Corporation indicated that tourism will not remain a strategic priority after fiscal year 2001–02.

The Corporation also is proactive in the development of key sectors of the local economy: knowledge-based industries; tourism; resource-based industries; environmental remediation and oil and gas.

Examples of the Corporation's activities and accomplishments as outlined in its 2001–02 Annual Report included the following:

- Since 1999, ECBC has contributed to the creation of almost 1,900 jobs. During the year, the Corporation fell short of its job creation target of 100 jobs, established in 2000–01, as a result of refocusing its efforts on non-commercial investment.
- To improve the international business skills of Cape Breton companies that are exporting or planning to export, ECBC organized a number of trade training sessions during the fall and winter of 2001. These sessions focused on a number of trade-related topics, including: going global, trade logistics, and financing and marketing.
- ECBC met with and provided information to a number of companies considering Cape Breton as a business location. During the year, the Corporation assisted its subsidiary, the Cape Breton Growth Fund Corporation, in attracting a new 900-seat customer care centre to the Island.

Selected financial information is shown in the table below.

	2001–02 Actual	2000–01 Actual
Revenue ($ thousand)	467	511
Expenses ($ thousand)	37, 849	34, 469
Parliamentary appropriation ($ thousand)	37, 608*	33, 614**
Net income (loss) after parliamentary appropriation ($ thousand)	937	(344)

* ECBC's normal allocation for 2001–02 was $8.608 million. Other amounts are additional allocations associated with the closure of Devco.

** ECBC's normal allocation for 2000–01 was $8.614 million. Other amounts are additional allocations associated with the closure of Devco.

STANDARDS COUNCIL OF CANADA

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1970 by the *Standards Council of Canada Act* (R.S.C. 1996, c. 24); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To oversee Canada's National Standards System by promoting efficient and effective voluntary standardization in Canada where standardization is not expressly provided for by law. These activities are aimed at advancing the national economy, supporting sustainable development, and benefiting the health, safety and welfare of workers and the public. These functions are also intended to assist and protect consumers, facilitate domestic and international trade, and further international cooperation in relation to standardization.

Corporate Profile

The Standards Council of Canada's (SCC's) work falls into three principal areas: accreditation of Canadian standards development organizations and conformity assessment organizations in Canada and other countries as designated in the *Standards Council of Canada Act*; representation of Canadian interests in international and regional standardization and trade forums; and dissemination of all types of standardization information.

SCC also serves as Canada's World Trade Organization/North American Free Trade Agreement (WTO/NAFTA) Enquiry Point.

Performance Information

SCC noted that its 2001–02 to 2004–05 Summary of the Corporate Plan follows on the implementation proposals enunciated in the Canadian Standards Strategy and the 2001–04 Council's Strategic Plan. The Council developed a number of business

objectives as well as performance indicators for its line branches for the year under review.

In its 2001–02 Annual report, SCC noted a number of achievements including the following:

- Continued its efforts to lead the National Standards System, promote Canadian expertise and solutions abroad, and improve the efficiency and effectiveness of its own operations. The Council hosted a variety of regional and international standardization meetings in Canada.
- Over 375 organizations were accredited, with 100 applications in progress – an increase of 16 per cent over the previous year.
- First accreditation for organizations that certify producers to the requirements of the National Standard of Canada for organic agriculture took place in January 2002. The Standard, which was approved by SCC in 1999 provides a meaningful definition for "organic" and serves as the basis for certification programs that will allow Canadian organic products to be sold in foreign markets.
- Handled over 5,400 requests for information from industry, governments and the general public. Traffic on the Council's Web site grew to an average of over 200,000 visits per month.

Selected financial information is presented in the table below.

	2001–02 Forecast	2001–02 Actual	2000–01 Actual
Revenue ($ thousand)	10,200	5,418	4,387
Expenses ($ thousand)	10,200	11,753	9,519
Net income (loss) before government funding ($ thousand)	-	(6,335)	(5,132)
Parliamentary appropriation for operating expenses ($ thousand)	5,400	6,523	5,446

INTERNATIONAL TRADE

CANADIAN COMMERCIAL CORPORATION

Appropriate Minister

The Honourable Pierre S. Pettigrew, P.C., M.P.
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Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

1946 by the *Canadian Commercial Corporation Act* (R.S.C. 1985, c. C-14); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To assist in the development of trade between Canada and other nations.

Corporate Profile

As Canada's export contracting agency, the Canadian Commercial Corporation (CCC) brings international buyers and Canadian exporters together through contracts built on the best possible terms and conditions. The CCC supports the export efforts of Canadian companies by providing contracting expertise and contract performance guarantees backed by the Government of Canada to foreign buyers. CCC is a member of Team Canada Inc.

Bill C-41, an Act to amend the *Canadian Commercial Corporation Act* received Royal Assent on March 21, 2002. The Bill amended the *Canadian Commercial Corporation Act* by separating the functions of chairperson of the board and chief executive officer, and describing the roles and responsibilities of the chairperson and president of the Corporation; authorizing additional borrowing; and permitting the Corporation to charge an amount that it considers appropriate for providing services.

As the export contracting arm of the federal government, CCC:

- Provides privileged access for Canadian exports to the U.S. Department of Defense and National Aeronautics and Space Administration markets through formal agreements signed by the Government of Canada;

- Negotiates commercial sales on behalf of Canadian exporters by acting as Prime Contractor, thus providing a platform for government to government transactions;
- Facilitates access to commercial sources of export pre-shipment financing; and
- Offers assistance and expertise in bid or proposal preparation, export contract negotiations and contract management.

Performance Information

Since a Corporate Plan Summary for the Canadian Commercial Corporation covering the period from 2001–02 to 2005–06 was not tabled in Parliament as of the closing date for inclusion of the information in the President of the Treasury Board's annual report, the information noted below only reflects that included in the Corporation's 2001–02 Annual Report.

Some of the achievements on the CCC's business and financial objectives as noted in the Annual Report are indicated in the following table.

Business and Financial Objectives	2001–02 Actual	2000–01 Actual
Number of clients accessing CCC services	1,954	1,795
Number of clients with contracts or amendments through CCC	228	273
Business volumes ($ billion)	1.214	1.338
Customer satisfaction index	7.8	7.4

CCC's report on the achievement of its financial performance indicators is shown in the table below.

Performance Indicator	2001–02 Actual	2000–01 Actual
Net cost of operations compared to business volume (%)	(1.1)	0.9
Time required to make payment to Canadian Suppliers (days)		
• Accelerated Payment Program	17	16
• Other	33	32
Provision for doubtful accounts when compared to accounts receivable from foreign customers (%)	0.0	0.0
Additional contract costs compared to total business volume (%)	0.03	0.21

EXPORT DEVELOPMENT CANADA

Appropriate Minister

The Honourable Pierre S. Pettigrew, P.C., M.P.
Minister for International Trade

Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

1969 by the *Export Development Act* (R.S.C. 1985, c. E-20); (S.C. 1993, c. 26, in force June 10, 1993); (S.C. 2001, c. 33, in force December 10, 2001); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To support and develop Canada's export trade and Canadian capacity to engage in that trade and respond to international business opportunities.

Corporate Profile

The activities of Export Development Canada (EDC) are aimed at reducing financial risk to Canadian exporters. EDC's financial services include credit insurance, financing services, bonding services, political risk insurance, and equity. More specialized financial services include highly structured, limited recourse financing arrangements, and joint ventures or projects that involve long-term leasing arrangements and equity participation.

On December 10, 2001 Parliament approved Bill C-31, which amended the *Export Development Act*. The legislation amends the Act by requiring EDC, before entering into a project-related transaction, to determine whether the project is likely to have adverse environmental effects and, if so, whether EDC is justified in entering into the transaction; and exempting EDC from the application of the *Canadian Environmental Assessment Act*. The legislation also changed the name of the Export Development Corporation to Export Development Canada, and changed certain words in the *Export Development Act* to gender-neutral language. These amendments concluded the review of the provisions and the operation of the Act that began in 1998 as a legal requirement under the *Export Development Act*.

Through its sector- and product-based business teams and specialized customer support groups, EDC provides a full range of trade finance services to assist Canadian exporters and investors.

Performance Information

In its 2001 to 2005 Corporate plan Summary, EDC defined the following objective for 2001: to create and deliver capacity and opportunities in support of Canadian companies pursuing international business. Numerical targets were included for many of the related measures that support the objective.

In its 2001 Annual Report, EDC reported on the achievement of its goals. Selected results are shown in the table below.

Strategic Objectives and Measures	2001 Target	2001 Actual	2000 Actual
Double the number of customers*			
• No. of customers served	6,250	6,355	5,679
• No. of SME** customers served	5,500	5,720	5,081
• Overall customer satisfaction (%)	80.0	81.5	79.6
Capture opportunities and enhance capacity*			
• Business volumes ($ billion)	45.0	44.35	45.4
• Business volume in developing countries ($ billion)	12.0	10.99	10.5
Increase the capital base by 1.5 times*			
• Net income ($ million)	295	58	194
• Ratio of administrative expenses to net operating income (%)	16.5	15.7	13.6
• Return on equity (%)	12.6	2.8	9.7
Internal Readiness for Growth			
• Voluntary Turnover (%)	21	9.2	6.4
• Number of training days per employee	5	5	5

* Strategic objectives and measures for 2000 were: serve more customers; support more business; and generate an adequate rate of return.

** Small- and medium-sized enterprises.

NATURAL RESOURCES

ATOMIC ENERGY OF CANADA LIMITED

Appropriate Minister

The Honourable Herb Dhaliwal, P.C., M.P.
Minister of Natural Resources

Acting Chairperson

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Auditors

Auditor General of Canada
Ernst & Young LLP

Incorporation and Status

1952 under Part I of the *Canada Corporations Act*; continued July 8, 1977, under a certificate, amended July 5, 1982, under the *Canada Business Corporations Act*; Schedule III, Part I of the Financial *Administration Act*; an agent of Her Majesty.

Mandate

To develop, design and market CANDU power reactors, MAPLE research reactors and MACSTOR waste storage facilities; and manage the construction of nuclear reactor projects worldwide.

Corporate Profile

Atomic Energy of Canada Limited's (AECL's) activities include: the commercial CANDU business including CANDU and research reactor projects in Canada and abroad, and service to existing CANDU customers; a research and development function that supports and advances CANDU technology and public policy objectives of the Government of Canada; and a waste and decommissioning function involving the management of historical waste and facilities that have accumulated since the inception of the Canadian nuclear program in the 1950s.

AECL's CANDU reactor supplies about 15 per cent of Canada's electricity and is an important component of energy programs on four continents. The Corporation operates research and development laboratories at Chalk River, Ontario and Pinawa, Manitoba, as well as business, engineering and design offices in Ottawa, Mississauga and Montreal.

Performance Information

In its 2001–02 to 2005–06 Corporate Plan Summary, AECL noted the following key strategies to capture commercial opportunities: Continue to take a leading role in the refurbishment of existing Canadian reactors in the near term, and other nuclear plants in the medium term; develop business arrangements with key customers and suppliers and

become a partner in the total value chain based on AECL's products and services contribution to the customers' overall performance in the longer term; develop new products to meet customer needs for increased capacity factors, increased power output, decreased length of outages, lower operation and management costs, waste management and decommissioning services; develop new strategic alliances to promote Next-Generation technology products and services; and continue to develop new reactor opportunities building on AECL's successes and capitalizing on the renaissance in nuclear energy.

The Corporation's 2001–02 Annual Report highlighted, among others, the following results:

- Achieved overall net income of $52M and an improvement of $43M over plan, driven by improved sales and product delivery performance.
- The preliminary decommissioning plan for Chalk River Laboratories, which is required for upcoming site licensing, was submitted, on time, to the Canadian Nuclear Safety Commission.
- The Corporation underwent a significant reorganization during the year as the executive aligned the functions to better reflect the commercial and nuclear platform programs.

Selected financial information is presented in the table below.

	2001–02 Forecast	2001–02 Actual	2000–01 Actual
Commercial Operations			
• Revenue ($ million)	414	496	602
• Operating Profit ($ million)		51	50
Research expenses ($ million)	79	162	179
Net research expenses, after funding ($ million)		(4)	(33)
Net income ($ million)	9	52	12

CAPE BRETON DEVELOPMENT CORPORATION

Appropriate Minister

The Honourable Herb Dhaliwal, P.C., M.P.
Minister of Natural Resources

Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

1967 by the *Cape Breton Development Corporation Act*, (R.S.C. 1985, c. C-25); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To administer and fund the closure of the mining operations and related workforce reduction programs.

Corporate Profile

The Cape Breton Development Corporation (Devco) was formed by an Act of Parliament in 1967 and is wholly owned by the Government of Canada. The Corporation, which is located on Cape Breton Island, Nova Scotia, closed its last remaining coal mine in the fall of 2001. Also, at that time, a sale of surface assets including the pier, railway and other associated assets was concluded. The residual activities of the Corporation involve addressing significant obligations for benefits to former employees and for environmental remediation as well as the disposal of remaining assets.

Performance Information

Devco's Corporate Plan Summary for 2001–02 to 2005–06 incorporated the effects of the closing of the Prince Colliery mine in December 2001. It envisaged a small core group of twelve employees taking care of the various functions and liabilities of the corporation that remain over the next five years.

In its 2001–02 Annual Report, Devco noted the following:

- On May 16, 2001 the Government of Canada announced that Devco would close Prince Colliery in the Fall of 2001, while on-going efforts to sell the surface operations would continue.

- On October 12, 2001 an arbitration decision determined the measures to address workforce reductions resulting from the closure of the Prince Colliery. The measures included additional early retirement incentives and improvements to the severance criteria.
- Prince Colliery concluded production and was decommissioned on December 15, 2001, with total production of approximately 700,000 tonnes for the nine-month period.
- Effective December 15, 2001 work ceased for the majority of Devco's remaining employees at which time they became eligible for early retirement or severance benefits.
- The Corporation engaged Public Works and Government Services Canada (PWGSC) to undertake project management on a number of remediation/reclamation projects on Devco property. PWGSC is also assisting Devco in the development of a long-term strategy for addressing environmental liabilities.
- On December 18, 2001 Devco and Emera Inc., the parent company of Nova Scotia Power Inc., reached a purchase and sale agreement for selected coal transportation and distribution assets formerly operated by Devco.
- The Corporation received approval from the Office of the Superintendent of Financial Institutions to terminate its two pension plans, the Non-Contributory Pension Plan and the 5% Contributory Pension Plan, effective December 31, 2001.

Selected financial and operational information is shown in the table below.

	2001–02 Forecast	2001–02 Actual	2000–01 Actual
Revenue ($ million)	48.5	52.5	76.9
Profit (loss) from current operations ($ million)		2.1	(2.0)
Profit (loss) for the year after government funding($ million)		(72)	28.8
Funding requirements ($ million)	88.3	78	64.9
Saleable production (thousand tonnes)	521	662	995
Output per person shift (tonnes)		4.6	11.3

PUBLIC WORKS AND GOVERNMENT SERVICES

DEFENCE CONSTRUCTION (1951) LIMITED

Appropriate Minister

The Honourable Ralph Goodale, P.C., M.P.
Minister of Public Works and Government Services

Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

1951 by the *Defence Production Act* (R.S.C. 1985, c. D-1); continued under the *Canada Business Corporations Act*, November 21, 1978; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide contracting, contract management and project management support services to assist with the delivery of the construction program of National Defence and other infrustructure related services. As owner and design authority, National Defence provides the Corporation with the necessary land and funding.

Corporate Profile

Defence Construction (1951) Limited (DCC) provides service in the areas of contracting for architectural/engineering consulting and for construction; consultant contract administration and construction contract management; and project management support for the Department of National Defence's environmental remediation and protection programs as well as for construction programs. All facilities are put in place by private industry, with DCC serving as the interface between the government and the consultants and construction contractors. DCC's function is to ensure the financial and competitive integrity of the contracting process; devise sound contracts that protect the interests of both the government and those entrusted with implementation; and monitor and influence the time, cost and quality aspects of projects.

Performance Information

DCC's Corporate Plan Summary for 2001–02 to 2005–06 noted that its strategic objective for the year in review is to determine how the Corporation can best utilize e-commerce approaches with a view to meeting Government on-Line targets, staying abreast of industry developments and providing optimal service delivery to its clients.

DCC also developed an action plan for fulfilling the objective and identified performance indicator targets for 2001–02 in the areas of client satisfaction, operational efficiency and effectiveness. In its 2001–02 Annual Report, the Corporation highlighted its operational and related financial performance.

Selected performance and financial information is presented in the table below.

Performance Indicator	2001–02 Forecast	2001–02 Actual	2000–01 Actual
Client Satisfaction[1] (%)	95	98.2	99.6
Timeliness of construction contracting (calendar days)			
• Regular tender call	35	43	45
• Tender boards	25	30	30
• Quick response tenders	10	15	16
• Design-build	90	97	155
Timeliness of consultant service procurement (calendar days)			
• SPEC[2]	25	39	62
• Mini-proposals	50	75	69
• Two-step proposal selection	80	140	126
• NAFTA	84	139	154
Timeliness of contract completions (%)			
• On time	-	63.8	54.0
• Within 1-30 days	-	16.2	18.3
Revenue ($ thousand)	21,110	19,796	21,950
Expenses ($ thousand)	21,483	20,402	21,908
Net income (loss) ($ thousand)	(373)	14	(598)

1 Client satisfaction tracking results are for construction contract management and environmental services for 2001–02 and construction contract management for 2000–01.

2 Selection, Prequalification and Evaluation of Consultants.

TRANSPORT

ATLANTIC PILOTAGE AUTHORITY

Appropriate Minister

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Minister of Transport

Chairperson

Anne Soucie

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R. Anthony McGuinness

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Web site: www.atlanticpilotage.com

Auditor

Auditor General of Canada

Incorporation and Status

1972 pursuant to the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To establish, operate, maintain and administer, in the interest of safety, an efficient pilotage service within the designated waters set out in respect of the Authority. These objectives are to be achieved by establishing a fair and reasonable tariff.

Corporate Profile

In addition to providing pilotage services, the Atlantic Pilotage Authority (the Authority) with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Of the 33 pilotage areas in the Atlantic region, 16 are compulsory pilotage areas. The criteria for determining which ports should become compulsory are: the degree of difficulty and hazard in the approaches and within the port itself; the amount of vessel movement and the manoeuvrability of those vessels; the design of wharves and slips; the nature of the cargo; and environmental concerns and the preservation of the ecosystem.

Performance Information

The Authority's 2001 to 2005 Corporate Plan Summary included, among others, the following major objectives:

- Provide a safe, economical, reliable and effective marine pilotage service within the Atlantic Region, in a manner that must reflect change;

- Actively participate with the objectives of the pilotage recommendations as presented by the Minister;
- Respond to the needs of port users and work effectively with them while complying fully with the *Pilotage Act* and the Authority's legislated mandate to ensure financial self-sufficiency;
- Continue with the implementation of a centralized dispatch system within the Atlantic Region; and
- Continue with the staged development of pilot boat replacement.

The Authority's 2001 Annual Report stated that:

- The Authority continues its objective of maintaining close contact with port users, providing information pertinent to the service, and endeavouring to meet pilotage requirements.
- The Authority relocated its main office within Halifax, Nova Scotia, in an effort to minimize anticipated rising costs.
- The Authority implemented tariff increases in four compulsory areas on August 1, 2001.
- The majority of the recommendations proposed by the Canadian Transportation Agency in its Ministerial Review of Outstanding Pilotage Issues have been met. The review of Compulsory Pilotage Tonnage Limitation was initiated during the summer of 2001, using the Pilotage Risk Management Methodology.

Selected performance indicators are shown in the table below.

	2001 Forecast	2001 Actual	2000 Actual
Net income (loss) ($ thousand)	871	(193)	742.8
Number of assignments	11,434	11,751	11,499
Number of incidents*	12	16	10
Incident-free assignments (%)	99.9	99.9	99.9

* Compilation of all maritime incident reports with or without damage.

BLUE WATER BRIDGE AUTHORITY

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1964 by the *Blue Water Bridge Authority Act;* became a federal Crown corporation listed in Schedule III, Part I of the *Financial Administration Act* on April 26, 2002; not an agent of Her Majesty.

Mandate

To operate, maintain and repair the Canadian halves of the two bridges spanning the St. Clair River between Sarnia, Ontario and Port Huron, Michigan and the approaches and structures.

Corporate Profile

The Blue Water Bridge Authority (BWBA) owns and operates the Canadian half of the Blue Water Bridge, located between Sarnia, Ontario, and Port Huron, Michigan. The American half is owned and operated by the Michigan Department of Transportation. The BWBA was created in 1964 by the *Blue Water Bridge Authority Act,* and was expected to become a bi-national authority. However, the U.S. has never exercised its option to appoint members, which would have created the bi-national authority. Because all members of the board of directors are appointed by the Governor in Council, the Blue Water Bridge Authority was deemed as a federal Crown corporation on April 26, 2002. The BWBA has the authority to set and charge tolls for the use of the bridge structures.

Performance Information

The BWBA commenced operations as a federal Crown corporation on April 26, 2002. It is required to report to Parliament annually. The financial year of the BWBA is September 1 to August 31.

CANADA LANDS COMPANY LIMITED

Appropriate Minister

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Minister of Transport

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Marc Rochon

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Auditor

Auditor General of Canada
KPMG LLP

Incorporation and Status

1956 by letters patent; reorganized under the *Canada Business Corporations Act*, September 19, 1977; Certificate of Continuance under the *Canada Business Corporations Act*, July 7, 1981; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To create value, through its active subsidiaries, for strategic properties no longer required for program purposes by the Government of Canada. It does this by purchasing, improving and then managing or selling lands in order to produce the best possible benefits to both local communities and Canadian taxpayers while respecting the government's policies regarding First Nations' land claims, official languages, as well as environmental and heritage considerations.

Corporate Profile

Canada Lands Company Limited (Canada Lands) is the parent company of four wholly owned subsidiaries: Canada Lands Company CLC Limited, which handles the real estate operations; Parc Downsview Park Inc., which is responsible for the development and management of an urban recreational greenspace on the former CFB Toronto lands; 3148131 Canada Limited which is inactive; and the Old Port of Montreal Corporation Inc., which reports as a parent Crown corporation and is responsible for redeveloping the Old Port of Montreal.

The property holdings of the Corporation fall into three categories, namely, rental properties, properties under development and land held for development or sale. Its

principal managed properties are Canada's National Tower ("CN Tower") and Downsview Park, both in Toronto.

Performance Information

Since Canada Lands Company Limited's 2001–02 Annual Report had not been tabled in Parliament as of the closing date for its inclusion in the database for the President of the Treasury Board's annual report, the Corporation's activities and performance results for 2001–02 have not been reflected in this report.

CANADA MORTGAGE AND HOUSING CORPORATION

Appropriate Minister

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Minister of Transport

Chairperson

Peter R. Smith

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Auditors

Auditor General of Canada
Mallette
General Partnership

Incorporation and Status

1946 by the *Central Mortgage and Housing Corporation Act*; amended March 16, 1979, to *Canada Mortgage and Housing Corporation Act* (R.S.C. 1985, c. C-7); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty except when s.14 of its Act applies.

Mandate

To promote the construction of new houses; the repair and modernization of existing homes; and the improvement of housing and living conditions, emphasizing housing quality, affordability and choice.

Corporate Profile

Canada Mortgage and Housing Corporation's (CMHC's) mandate is to promote the construction of new houses, repair and modernization of existing houses and the improvement of housing and living conditions. CMHC is committed to housing quality, affordability and choice for Canadians, and carries out this mission via four business pillars: Housing Finance, Assisted Housing, Research and Information Transfer, and International Activities.

CMHC carries out its mandate through three broad activities:

- Lending: The Corporation makes loans and investments in housing programs; these loans and investments are funded by borrowings.
- Insurance and Securitization: The Corporation provides insurance against borrower default on residential mortgages and guarantees the timely payment of principal and interest for investors in securities based on insured mortgages.
- Housing Programs: The Corporation receives parliamentary appropriations that are used to fund housing programs.

Performance Information

In its 2001 Annual Report, CMHC noted the results achieved for the year in each of the above-noted areas. Achievements included the following:

- Insured over 461,000 units through its mortgage loan insurance program, due in part to a new refinancing product for non-housing related purposes.
- Improved mortgage securitization by introducing the Canada Mortgage Bond (CMB), a new instrument giving investors secure bond-like returns and working to lower mortgage rates for Canadian homebuyers. The first CMB issuance in June 2001 was for $2.2 billion.
- Continued to spend $1.9 billion on social housing programs assisting close to 641,000 households and repairing, improving and creating over 23,000 units through strategic initiatives.
- Sponsored the British Columbia First Nations Housing Symposium in 2001, which brought together approximately 300 delegates to share information on new ideas and practical solutions for building and maintaining quality housing in communities on reserve, and to learn new construction techniques.
- Offered up to $17.5 million to Quebec homeowners through Quebec's Assistance Program for Owners of Pyrite-Damaged Residential Buildings.
- Facilitated 50 housing projects representing 3,594 units through the Canadian Centre for Public-Private Partnerships in Housing.
- Launched a corporate advertising campaign targeted at homebuyers to raise awareness of CMHC as a provider of information on homebuying and renovation. This helped stabilize awareness of CMHC at 65 per cent, and the ordering of 9,000 CMHC products related to home buying and 50,000 related to renovation.

CANADA POST CORPORATION

Appropriate Minister

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Minister of Transport

Chairperson

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President and Chief Executive Officer

The Honourable André Ouellet, P.C.

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www.postescanada.ca

Auditor

Deloitte & Touche LLP

Incorporation and Status

1981 by the *Canada Post Corporation Act* (R.S.C. 1985, c. C-10); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To operate Canada's postal service on a self-sustaining basis with a standard of service that meets the needs of Canadians.

In December 1998, a multi-year policy framework was established for the Corporation; it sets service, productivity and financial performance targets for the Corporation.

Corporate Profile

The Canada Post Corporation serves Canadian residents, businesses and organizations through the secure delivery of letters and parcels to all addresses in Canada and around the world. The Corporation provides a number of distribution services including Priority Courier, Xpresspost, and Expedited and Regular Parcels. It also sells philatelic products. Through its international consulting subsidiary, Canada Post International Limited, the Corporation markets its expertise to postal administrations throughout the world.

Canada Post also provides postal services at less than cost pursuant to government measures to support northern parcel mail, parliamentary free mail and blind persons' free mail. The federal government compensates the Corporation for these services.

Canada Post changed its fiscal year end from the last Saturday in March to the last day in December. This resulted in a nine-month fiscal period from April 1, 2001 to December 31, 2001.

Performance Information

Canada Post's 2001 to 2005 Corporate Plan Summary identified the following five priorities: defend current business; grow competitive business; achieve operational excellence; make its employees a competitive advantage; and enhance corporate equity.

In its 2001 Annual Report, the Corporation reported on a number of significant developments and achievements.

- Canada Post continued the implementation of its Business Transformation program, a corporate-wide redesign of its business processes, enabled through the implementation of SAP enterprise resource planning software.
- The Corporation continued to develop its presence in the electronic services market. *epost*™, an Internet-based, secure messaging service, continued to increase its customer base and the options it offers to customers.
- To strengthen its corporate brand image, Canada Post undertook measures aimed at repositioning itself in the marketplace as a connectivity partner that delivers trusted, integrated solutions supported by its global network and innovative services.
- Consolidated net income was $67 million for the fiscal period ended December 31, 2001, an increase of $30 million from the $37 million recorded in the comparative period ended December 31, 2000. Consolidated revenue from operations reached $4,441 million, an increase of $47 million over the comparative period last year.
- A dividend of $21 million was paid to the Government of Canada, an increase from the $19 million paid in the comparative period in 2000.
- Canada Post processed 7.3 billion pieces of mail in the nine-month period, a 0.5% decrease from the comparative period ended December 2000. Properly prepared Lettermail achieved an on-time, combined service performance score of 96.4%.
- Return on equity ratio was 7.8%; its costs as a percentage of revenues, 97.3%; and its operating profit margin, 2.7%.
- Successfully negotiated a new collective agreement with the 3,100 members of the Association of Postal Officials of Canada.
- Achieved an overall customer satisfaction score of 78%. Employee satisfaction level reached to 70%, an increase of 9% since the 2000 survey.

CANADIAN AIR TRANSPORT SECURITY AUTHORITY

Appropriate Minister

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Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

2002 pursuant to the *Canadian Air Transport Security Authority Act*, as part of Bill C-49, the *Budget Implementation Act, 2001*; Schedule III, Part I of the *Financial Administration Ac;* not an agent of Her Majesty.

Mandate

To be responsible for the effective and efficient delivery of several key aviation security services in Canada.

Corporate Profile

The Canadian Air Transport Security Authority (CATSA) was created as part of a comprehensive, $2.2 billion package of air security initiatives contained in the December 2001 budget. CATSA came into force on April 1, 2002 through Bill C–49.

CATSA is responsible for:

- Pre-board screening of passengers and their belongings;
- Acquisition, deployment, and maintenance of explosives detection equipment at airports;
- Federal contributions for airport policing related to civil aviation security measures; and
- Implementation and oversight of the Canadian Air Carrier Protective Program, working with the RCMP to provide police on-board aircraft.

Performance Information

The Authority commenced operations on April 1, 2002. It is required to report to Parliament annually. The Authority's first financial year will end on March 31, 2003.

FEDERAL BRIDGE CORPORATION LIMITED, THE

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

President and Chief Executive Officer

Michel Fournier

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Web Site: www.federalbridge.ca

Auditor

Auditor General of Canada

Incorporation and Status

1998 under the *Canada Business Corporations Act*; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide users with safe and effective infrastructures at its two wholly owned subsidiaries, Jacques Cartier and Champlain Bridges Incorporated and The Seaway International Bridge Corporation Ltd., as well as at the Canadian facilities of the Thousand Islands Bridge.

Corporate Profile

The Federal Bridge Corporation Limited (FBCL) was established on October 2, 1998, following the passage of the *Canada Marine Act*. Its original mandate was to replace the St. Lawrence Seaway Authority (SLSA) as the corporate body responsible for managing certain non-navigational assets. The civil structures transferred to The Federal Bridge Corporation Limited from SLSA are those of its former subsidiaries – the Jacques Cartier and Champlain Bridges Incorporated (JCCB) and the Seaway International Bridge Corporation, Ltd. – and include the Jacques-Cartier Bridge, the Champlain Bridge, the Seaway International Bridge and a section of the Bonaventure Autoroute.

The Southern Extension of the Mercier Bridge and the Melocheville Tunnel had been transferred from SLSA to JCCB in 1998. In 1999, the Champlain Bridge Ice Control Structure was transferred from Fisheries and Oceans Canada to JCCB.

Performance Information

Since the Federal Bridge Corporation Limited's 2001–02 Annual Report had not been tabled in Parliament as of the closing date for its inclusion in the database for the President of the Treasury Board's annual report, the Corporation's activities and performance results for 2001–02 have not been reflected in this report.

GREAT LAKES PILOTAGE AUTHORITY

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1972 by the *Pilotage Act* (R.S.C. 1985, c. P-14); incorporated under the *Canada Corporations Act* in May 1972 as a subsidiary of The St. Lawrence Seaway Authority; deemed to be a parent corporation within the meaning of the *Financial Administration Act* and listed in Schedule III, Part I of that Act; became a parent corporation on October 1, 1998 pursuant to the *Canada Marine Act*; not an agent of Her Majesty.

Mandate

To establish, maintain and administer a safe and efficient pilotage service in all Canadian waters in Ontario and Manitoba, as well as in Quebec south of the northern entrance to the St. Lambert Lock.

Corporate Profile

In addition to providing pilotage services, the Great Lakes Pilotage Authority, with the approval of the Governor in Council, makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

The Authority coordinates its operations with a number of other organizations such as the St. Lawrence Seaway Management Corporation and the United States Seaway Development Corporation which operate the lock facilities and maintain a traffic control system within the region. Other organizations involved are the Canadian Coast Guard, which provides aids to navigation, and the United States Coast Guard, which is responsible for United States pilotage matters in international waters.

Performance Information

The Authority's 2001 to 2005 Corporate Plan Summary identified a number of objectives for the year 2001: to provide economic, safe, reliable and comprehensive marine pilotage and related services in its region of responsibility; to promote the effective utilization of the Authority's facilities, equipment and expertise through the productive application of these resources in such activities and geographic areas as may be appropriate in the interest of safe navigation; to provide the above services within a commercially oriented framework directed toward achieving and maintaining financial self-sufficiency at the least cost to the user; to be responsive to the government's environmental, social and economic policies.

The Authority's performance against selected objectives as outlined in its 2001 Annual Report is presented in the table below.

Performance Objective	Activities to Achieve Objective
Provide safe, economic and reliable pilotage service	• Continued to invest in the training of pilots and introduced new working rules; and • The Authority has a no-strike, no-lockout provision to settle disputes, thus eliminating any chance of work stoppage, in the pilots' collective agreements extending to 2006.
Ensure effective utilization of the Authority's assets	• Invested a further $60,000 in 2001 to upgrade the dispatching system and make it compatible to Internet users.
Maintain self-sufficiency in its operations	• Continued to contract out pilot boat services for the Welland Canal.

Selected performance indicators are shown in the table below.

	2001 Forecast	2001 Actual	2000 Actual
Net income ($ thousand)	30	(2,276)	(1,093)
Number of assignments	8,100	7,151	8,605
Accident-free assignments (%)	99.5	99.7	99.8
Average cost of performing an assignment ($)	1,883*	2,200	1,933

* Source: Great Lakes Pilotage Authority, 2000 Annual Report.

LAURENTIAN PILOTAGE AUTHORITY

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1972 by the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To operate, maintain and administer a safe and efficient pilotage service in the St. Lawrence River between Les Escoumins and the north end of the St. Lambert Lock, in the Saguenay River and in Chaleur Bay north of Cap d'Espoir.

Corporate Profile

The Laurentian Pilotage Authority serves three mandatory pilotage districts: one for the Port of Montreal, another for the navigable waters between Montreal and Quebec City, and a third for the navigable waters between Quebec City and Les Escoumins including the Saguenay River. The Authority owns and operates a pilot station at Les Escoumins with pilot boats capable of carrying pilots year round. The pilot boat services at Quebec City, Trois-Rivières, Sorel, Lanoraie and Montreal are served by private companies under contract to the Authority.

In addition to providing pilotage services, the Authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Performance Information

In its 2001 to 2005 Summary of the Corporate Plan, the Authority stated a number of objectives for 2001.

The Authority's performance against selected objectives outlined in its 2001 Annual Report is presented in the table below.

Objectives	Results
Achieve financial self-sufficiency	A 10% decrease in traffic had a negative impact on revenues. Debt servicing costs have fallen as a direct result of loan paydowns and lower interest rates.
Maximize pilotage system efficiency	Pilots continued to receive ongoing training; courses using the simulator were available. The development of new computerized assignment and billing systems began in 2001.
Review the current system for issuing pilotage certificates	A training program has been developed and will be implemented upon adoption of the Regulations.
Follow up and implement Transport Canada recommendations	The record of training received by pilots, developed jointly with the pilot corporations, was used as a tool for evaluating pilot competencies. A Complaints Report and a Delayed Vessel Report was in effect and used to evaluate service quality.

Selected performance indicators are shown in the table below.

	2001 Forecast	2001 Actual	2000 Actual
Net Income ($ thousand)	215	(160)	(370)
Number of assignments		18,655	20,713
Number of incidents*		22	26
Incident-free assignments (%)		99.88	99.87

* Compilation of all maritime incident reports with or without damage.

MARINE ATLANTIC INC.

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson and Acting Chief Executive Officer

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Web site: www.marine-atlantic.ca

Auditor

Auditor General of Canada

Incorporation and Status

1979 by the *Canada Business Corporations Act*; status and ownership changed as of December 31, 1986, pursuant to the *Marine Atlantic Inc. Acquisition Authorization Act* (S.C. 1986, c. 36); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To provide a safe, environmentally sound and quality ferry service between Newfoundland and the mainland of Canada on behalf of the federal government.

Corporate Profile

Marine Atlantic Inc. has provided continuous ferry services between Newfoundland and Nova Scotia for over 100 years. In addition to the constitutionally guaranteed ferry link between North Sydney, Nova Scotia and Port aux Basques, Newfoundland, Marine Atlantic continues to operate a seasonal alternative service between Argentia, Newfoundland and North Sydney.

The federal government through operating contracts with Transport Canada financially supports the Corporation's operations.

Marine Atlantic Inc. continues to have a strong economic presence in the region; it plays an important role in Newfoundland's commerce and tourism industry.

Performance Information

In its 2001 to 2005 Corporate Plan Summary, Marine Atlantic Inc. stated the following objectives for the Corporation:

- maintain the safety of its operations;
- protect the environment;

- provide high quality and reliable service in a courteous manner;
- deliver cost-effective services; and
- invest in its employees.

Marine Atlantic Inc.'s 2001 Annual Report documented the following:

- The Corporation added a new ferry to its fleet in June 2001 resulting in increased capacity as well as a greater level of service reliability.
- Marine Atlantic appointed an Ombudsman in 2001, which allowed for a focused approach in dealing with customer concerns, queries and comments.
- The satisfaction rate among ferry users was 95 per cent. The Corporation responded to customer suggestions and concerns through the introduction of a no-smoking policy and a zero tolerance policy on disruptive behaviour of passengers on-board ferries.
- The Corporation continues to invest in its employees through commitments to training and succession planning, and to maintaining a positive work environment.

Selected performance indicators are shown in the table below.

Gulf Service Traffic	2001 Forecast	2001 Actual	2000 Actual
Revenue ($ thousand)	61,258	60,783	59,974
Operating expenses ($ thousand)	94,001	95,873	91,593
Government funding for operations ($ thousand)	32,743	32,403	30,811
Passengers	-	481,560	508,970
Passenger vehicles	-	153,880	159,759
Commercial vehicles and 40-foot-equivalent containers	-	78,963	77,289

OLD PORT OF MONTREAL CORPORATION INC.

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

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President and Chief Executive Officer

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Auditor

Auditor General of Canada

Incorporation and Status

1981 under the *Canada Business Corporations Act*; a wholly owned subsidiary of the Canada Lands Company Limited; directed by Order in Council (P.C. 1987–86) to report as if it were a parent Crown corporation; an agent of Her Majesty.

Mandate

To develop and promote the Old Port of Montreal site; and to manage and maintain the Crown property in that location intended for recreational, tourist and cultural activities for the general public.

Corporate Profile

The Old Port of Montreal Corporation Inc. manages and develops a riverside urban park for recreation, tourism and cultural activities. The 54-hectare Old Port site has seen significant developments, mainly over the past ten years, and it can now accommodate over seven million visitors a year.

Besides the spaces for recreation and games, the Corporation provides parking services, a port of call for pleasure boats, and a heritage interpretation trail promoting various products. Also, each year it presents a program of over 300 events.

Since May 2000 the Corporation has been managing the Montreal Science Centre, with three interactive exhibition halls, the IMAX® theatre and the IMMERSION movie game, along with cultural and educational action programs.

Performance Information

Since the Old Port of Montreal Corporation Limited's 2001–02 Annual Report had not been tabled in Parliament as of the closing date for its inclusion in the database for the President of the Treasury Board's annual report, the Corporation's activities and performance results for 2001–02 have not been reflected in this report.

PACIFIC PILOTAGE AUTHORITY

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1972 pursuant to the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To establish, operate, maintain and administer a safe, reliable and efficient pilotage service in the coastal waters of British Columbia including the Fraser River.

Corporate Profile

The Pacific Pilotage Authority provides pilotage services within a commercially oriented framework directed towards maintaining financial self-sufficiency through tariffs. Coastal pilotage services are provided by the British Columbia Coast Pilots Ltd., under an agreement for services. Pilot services on the Fraser River are provided by employee pilots.

In addition to providing pilotage services, the Authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Performance Information

The Authority's corporate objectives, as stated in its Summary of the Corporate Plan for 2001 to 2005, were as follows:

- to provide safe, reliable and efficient marine pilotage and related services in the coastal waters of British Columbia including the Fraser River;
- to provide the services within a commercially oriented framework directed toward maintaining financial self-sufficiency through tariffs which are fair and reasonable;

- to promote the effective utilization of the Authority's facilities, equipment and expertise through the productive application of these resources in the interest of safe navigation; and
- to be responsive to the government's environmental, social and economic policies.

In its 2001 Annual Report, the Authority noted the following:

- The financial position of the Authority was affected by the downturn in the economy which resulted in a deficit of $561,000;
- Working closely with the Chamber of Shipping of British Columbia, the Authority initiated a two-stage tariff effective October 1, 2001 and January 1, 2003;
- The Authority's management team visited 32 agencies during the year, further enhancing on-going communication with the industry; and
- The Fraser River senior pilot program was completed. All senior pilots have now received specialized training, with the Authority and the Fraser River Port Authority sharing the costs involved.

Selected performance indicators are shown in the table below.

	2001 Forecast	2001 Actual	2000 Actual
Net income ($ thousand)	(220)	(561)	(418)
Number of coastal assignments	12,900	12,037	13,256
Number of Fraser River assignments	1,100	1,398	1,329
Incident-free assignments (%)	n/a*	99.926	99.897

* The Pacific Pilotage Authority does not forecast incidents.

QUEENS QUAY WEST LAND CORPORATION

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

(Vacant Position)

Head Office

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Facsimile: (416) 952-6200

Auditor

Auditor General of Canada

Incorporation and Status

1936 as Terminal Warehouses Ltd. under the *Ontario Companies Act*; July 14, 1978 as Harbourfront Corporation under the *Business Corporations Act of Ontario*; continued under the *Canada Business Corporations Act*, December 21, 1984; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To provide solutions to all outstanding business issues, find an alternate funding vehicle for Harbourfront Centre and sell all the remaining assets with a view to dissolving itself.

Corporate Profile

Queens Quay West Land Corporation manages the remaining federal properties at the Harbourfront site in Toronto under an agreement with the federal government. Most of the original 100-acre site has been conveyed to the City of Toronto.

In August 1996, the management of the Corporation was transferred from the Canada Development Investment Corporation to Canada Lands Company CLC Limited, which provides staff, facilities and corporate administration. In addition, as the need arises, it continues to retain consultants and advisors to assist with the implementation of its mandate.

Performance Information

Since the Queens Quay West Land Corporation's 2001–02 Annual Report had not been tabled in Parliament as of the closing date for its inclusion in the database for the President of the Treasury Board's annual report, the Corporation's activities and performance results for 2001–02 have not been reflected in this report.

RIDLEY TERMINALS INC.

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson and Chief Executive Officer

Michael Tarr

President and Chief Operating Officer

Gregory A. Slocombe

Head Office

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Facsimile: (250) 624-4990
Web site: www.rti.ca

Auditor

Auditor General of Canada

Incorporation and Status

1981 under the *Canada Business Corporations Act*; became a wholly owned subsidiary of the Canada Ports Corporation in 1991; on November 1, 2000 pursuant to section 177 of the *Canada Marine Act* (R.S.C. 1998, c.10), Ridley Terminals Inc. became a parent Crown corporation; Schedule III, Part I, *Financial Administration Act*; not an agent of Her Majesty.

Mandate

As a marine terminal, to provide continuous, high quality and high performance rail car unloading, product storage and loading services.

Corporate Profile

Ridley Terminals Inc. (RTI) owns and operates train unloading and ship loading infrastructure and equipment located on land leased from the Prince Rupert Port Authority, in Prince Rupert, British Columbia. RTI was established in 1981 to provide an alternative terminal for coal exports to Japan and other Asian countries, and in particular to support the development of the coal industry in Northeastern British Columbia.

At the time of construction, it was expected that the demand for and the price of coal would continue to increase such that the initial investment in RTI could be easily recovered. In 2000, RTI's largest client, the Quintette mine, as well as two mines in Alberta, closed. The Bullmoose mine, RTI's largest remaining customer, is expected to close in 2003.

RTI's strategy for future growth includes diversification of its customer base. As part of the diversification process, construction of a $20 million liquid sulphur terminal facility by the Sulphur Corporation of Canada Ltd. began in 2001 and will be operated by RTI.

Performance Information

In its 2001 to 2005 Corporate Plan Summary, RTI noted that it will pursue the following strategies during 2001 in order to ensure the Corporation's viability beyond 2003: attract additional volumes of Alberta and northern British Columbia coal; diversify operations; control costs; reduce its human resource levels; and prepare for privatization.

The Corporation noted in its 2001 Annual Report that it:

- Continued to face challenges resulting from two mine closures in 2000.
- Incurred a loss of $2.4 million in 2001.
- Completed and ratified the first collective agreement with its union without any work stoppage. The collective agreement remains in effect until the end of June 2004.
- Engaged PricewaterhouseCoopers Securities Inc. to provide an opinion on the value of RTI and the options to be considered for the Corporation.
- Pursued its goal of further diversification by meeting with parties interested in shipping other commodities including iron ore, formed sulphur, bulk liquids and aggregate. RTI participated in a preliminary engineering study to evaluate the feasibility of handling bulk liquid at the terminal's berth.

ROYAL CANADIAN MINT

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

Emmanuel Triassi

President and Master of the Mint

Danielle V. Wetherup

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Facsimile: (613) 952-8342
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Auditor

Auditor General of Canada

Incorporation and Status

1969 by the *Royal Canadian Mint Act* (R.S.C. 1985, c. R-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To mint coins in anticipation of profit and to carry out other related activities. Founded in 1908 as a branch of the Mint of the United Kingdom, its operations were devolved to the Crown in right of Canada in 1931. Initially a departmental agency of the government, the Mint was incorporated by legislation in 1969. In 1987, a share-capital structure was created for the Mint, and shares were issued to Canada. In 1999, the legislation was further amended to give the Mint the rights, powers and privileges and the capacity of a natural person.

Corporate Profile

The Royal Canadian Mint (the Mint) is responsible for minting the nation's circulation coins. As a fully commercial Crown corporation, the Mint generates commercial revenue by offering a wide range of specialized coin products and related services, both nationally and internationally.

The Mint owns two facilities – one in Ottawa and the other in Winnipeg. The Ottawa facility houses the corporate head office, the gold refinery, and the production facilities for numismatic and bullion coins, medals and medallions. The Winnipeg Plant, which includes a plating facility, produces all of Canada's circulation coins as well as circulation coins for foreign countries.

Performance Information

The Mint's Corporate Plan Summary for 2001 to 2005 identified the following objectives for the Mint: ensure that Canadian circulation coins are cost effective and available to meet public needs; create an environment where all employees demonstrate trust, respect, ingenuity and participation and work towards achieving the vision of the Corporation as the global leader in minting; and generate a profit and maintain the long-term viability of the Corporation.

In its 2001 Annual Report, the Mint reported that 2001 was a challenging year as the slow down in the economy reduced global demand for coinage and, in turn, the number of foreign-currency contracts tendered. Despite this decline in business, the Mint reported on the following achievements:

- Revenues from bullion sales increased by $30 million.
- Plated-coin production yielded the targeted savings of $10 million.
- Sales of non-Millennium numismatic coins grew by 13.6 per cent.
- The Mint secured over 60 per cent of the foreign tenders on which it had bid.

In addition the Mint also reported that it:

- Developed a human resources strategy aimed at ensuring its employee management programs will create the workforce required to meet the Corporation's strategic goals.
- Developed a more thorough understanding of its customers. It distinguished four target groups: coin collectors; children and people who buy for children; young people who are interested in becoming coin collectors; and buyers of souvenirs and gifts.

Selected financial and operating performance measures are shown below.

	2001 Forecast	2001 Actual	2000 Actual
Net income (loss) ($ million)	3.6	(1.8)	5.6
Pre-tax return on equity (%)	5.4	(2.0)	9.3
Production in millions of pieces:			
• Canadian circulation coins		1,444.4	1,673.1
• Coinage for the world		961	2,369.4
"Value added" sales revenue per employee ($ thousand)	127	144	146
Contribution margin from new products (%)	12	13	24

VIA RAIL CANADA INC.

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

Jean Pelletier

President and Chief Executive Officer

Marc LeFrançois

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Web site: www.viarail.ca

Auditor

Auditor General of Canada
Ernst & Young LLP

Incorporation and Status

1977 under the *Canada Business Corporations Act*; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To manage and provide a safe and efficient passenger rail service.

Corporate Profile

VIA Rail Canada Inc. (VIA Rail) is Canada's national passenger rail company. Since its creation in 1977, the Corporation has operated passenger trains on a cross-Canada network stretching from the Atlantic Ocean to the Pacific Ocean and from the Great Lakes to Hudson Bay. VIA Rail operates more than 480 trains weekly on 14, 000 kilometres of track, connecting over 450 communities across the country.

VIA Rail's network is made up of four main products groups:

- In Western Canada, catering mainly to domestic and foreign tourism markets;
- In the Quebec City-Windsor Corridor, providing intercity passenger service between central Canada's largest business centers;
- In Atlantic Canada, linking the region with central Canada via the Montreal and Halifax, and Montreal through the Gaspé Peninsula routes; and
- In rural and remote areas, where VIA operates services mandated by the government to meet regional transportation needs.

Performance Information

In its 2001 to 2005 Corporate Plan Summary, VIA Rail noted that since 1996 the Corporation has promoted the "Service for Success" strategic plan throughout the organization. The strategic plan incorporates five goals – each with specific strategies and performance targets: safety; customer service; growth; financial performance and people.

VIA Rail reported the following achievements in its 2001 Annual Report:

- Increased revenues by $13 million with online sales exceeding $11 million.
- Launched *reserVIA*™, a new, full featured Internet booking system in December 2001. With *reserVIA*, customers can plan, book and pay for their train trips quickly and easily, online.
- Launched an interline ticketing agreement with GO Transit in the Greater Toronto Area. Under this agreement, VIA Rail and GO can now carry each other's passengers between shared stations.
- Made significant improvements to the *Silver & Blue* class service in Western Canada, with refined dining car service, luxurious onboard accommodations, and new entertainment facilities for travellers.
- Completed a redesign of the Easterly *Class* service designed to strengthen VIA Rail's position in the Eastern tourism market, and ensure that service standards are consistent with *VIA 1* and *Silver & Blue* services.
- Following the events of September 11, VIA introduced new security measures, including the abolition of lockers in passenger stations, better ticket control procedures to limit access to boarding platforms, and improved information and communications procedures in the event of a security alert.

Selected performance indicators are shown in the table below.

Key Operating Statistics	2001 Actual	2000 Actual	1999 Actual
Total passengers carried (thousands)	3,865	3,957	3,757
Total passenger miles (millions)	921	942	931
Average passenger load factor (%)	57	58	59
On-time performance (%)	85	83	84
Government operating funding per passenger mile (cents)	17.2	18.1	18.3
Revenue/cash operating expenses ratio (%)	61.5	59.5	56.7

TREASURY BOARD

PUBLIC SECTOR PENSION INVESTMENT BOARD

Appropriate Minister

The Honourable Lucienne Robillard, P.C., M.P.
President of the Treasury Board

Chairperson

William R. C. Blundell

President and Chief Executive Officer

Adel Sarwat

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Montreal Office

Web site: www.investpsp.ca

Auditor

Deloitte & Touche LLP

Incorporation and Status

1999 pursuant to the *Public Sector Pension Investment Board Act* (S.C. 1999, c. 34); exempt from Part X of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To manage the amounts that are transferred to the Investment Board pursuant to sections of the *Canadian Forces Superannuation Act*, the *Public Service Superannuation Act* and the *Royal Canadian Mounted Police Superannuation Act* in the best interests of the contributors and beneficiaries under those Acts.

Corporate Profile

The Public Sector Pension Investment Board (the Investment Board) was established pursuant to the *Public Sector Pension Investment Board Act* to invest in financial markets the funds transferred to it, after April 1, 2000, by the Government of Canada for the Canadian Forces, federal Public Service and Royal Canadian Mounted Police pension plans.

The amounts are to be invested with a view to achieving a maximum rate of return, without undue risk of loss, having regard to the funding, policies and requirements of the pension plans established under the *Canadian Forces Superannuation Act*, the *Public Service Superannuation Act* and the *Royal Canadian Mounted Police Superannuation Act*, and the ability of those plans to meet their financial obligations.

Performance Information

The Investment Board is exempt from Part X of the *Financial Administration Act*, and, as a result, a Corporate Plan Summary is not tabled in Parliament. However, the Investment Board's governing legislation requires that an annual report be tabled in Parliament. The Investment Board is required to publish in the annual report its success in reaching the

prior year's investment objectives and the objectives for the next year and the foreseeable future.

In its Annual Report, 2001–02, the Investment Board reported that its objectives for the year in review were substantially or completely achieved. In addition:

- The pension plan received $3.0 billion in net contributions from the Public Service, Canadian Forces and RCMP pension plans.
- On a consolidated basis, on March 31, 2001, approximately 35.2 per cent of the assets were in Canadian equities, 30 per cent in foreign equities, and 34.8 per cent in fixed-income securities equities.
- The market value of assets invested at March 31, 2002 totalled $5.6 billion.

Investment performance and benchmark returns for the consolidated pension accounts are as follows:

	Rates of Return on Consolidated Pension Accounts (For fiscal year 2002)		
	Portfolio Return (%)	Benchmark Return (%)	Benchmark
Canadian equities	4.7	4.9	TSE 300
Foreign equities	(3.3)	(2.6)	S&P 500, EAFE*
Fixed income	5.3	5.1	SC Bond Universe
Cash equivalents	4.0	3.7	SC 91-day T-Bill
Consolidated accounts	2.7	2.8	Policy Benchmark**

These are time-weighted rates of return, before fees and expenses, for the three consolidated pension accounts. They are calculated according to AIMR*** standards and audited as such.

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* Morgan Stanley Capital International Europe, Australasia and Far East Index in Canadian dollars, weighted by market capitalization.

** Based on weights in the investment policy.

*** Association for Investment Management and Research.